



HR Career Framework



As a profession, we have always had a relentless commitment to providing a world-leading approach and it is more vital than ever that we continue to raise our professional standards... I am so proud of the work of the HR profession and how we continue to go from strength to strength. This career framework will ensure that you can follow this same upward trajectory - Good luck!



Rupert McNeil

Government Chief People Officer
Civil Service HR

Foreword

Rupert McNeil
Government Chief People Officer
Civil Service HR



Civil Service HR is world-leading in its approach to the HR profession. We support ministerial departments, non-ministerial departments, Arms Length Bodies, agencies and public bodies based across the UK and beyond. We are the first to tackle the nation's biggest challenges, and on a scale, no other employer could dream of.

Debbie Alder
Director General
People & Capability Group, DWP



As a profession, we have always had a relentless commitment to providing a world-leading approach and it is more vital than ever that we continue to raise our professional standards.

Our collective approach to building professional capability is fundamental to our continuous development. Through the HR Professions Board and the HR Sub-Profession forum, we are constantly reviewing, how do we continue to build capability, capacity and people strategies in environments that are volatile, uncertain, complex and with high degrees of ambiguity?

It is clear that now more than ever it's important to diversify our experiences to build the capability the HR profession needs to meet these challenges, and this career framework outlines exactly how to do that.

I am so proud of the work of the HR profession and how we continue to go from strength to strength. This career framework will ensure that you can follow this same upward trajectory - Good luck!

Rupert McNeil

Government Chief People Officer
Civil Service HR

It has been fantastic to see the work and dedication of HR professionals in the Civil Service drive the HR Capability agenda to ensure we are provided with the tools to further enhance skill set. The HR Career Framework has been created by the profession for the profession with the sponsorship of the Civil Service Capability Board.

Our career development offer will enable you to develop in your current role whilst building the skills you need for the future. It outlines the professional standards, details HR Success Profiles and how to achieve CIPD Accreditation.

The framework also captures the Job Families, so you know exactly what is needed from you and what to expect when starting in a new role. And the case studies outline common routes through the profession with real-life examples of those who've come before.

But all of this is just a guide. It's important to grow your experience and capabilities in areas that interest you and that play to your strengths and to use your experiences from past and current roles to tailor your career paths to build your capability and enjoy a successful career - All the best.

Debbie Alder

Chair, HR Capability Board, and
DG People & Capability Group, DWP

Introduction

Introduction

Craig Whiteley
Deputy Director
HR Operations, BEIS



Sadia Khan
Deputy Director
Leadership, Learning & Talent
Department for International Trade



As joint sponsors of the HR Career Framework, we are really excited to share the HR Career Framework with you and really encourage you to use this document to plan your development and shape your HR career.

It provides you with the ability to identify and understand, what capabilities and experience are required for individual success at each level and role within the HR profession. Use the framework to:

- assess your current skills and experience, and consider ways to progress in your job family or change your role completely
- help shape your development conversations, and explore wider career opportunities or build your professional qualifications
- be inspired by other people's career journeys.

Although jobs within HR can vary across government, the framework captures the core roles within nine of the Job Families, that are aligned to the HR professional body CIPD.

We hope you find this framework interesting, easy to use and relevant. We intend for the framework to be further developed in future iterations – so if you have ideas for improvement then please contact the [CSHR Capability and Talent team](#).

We expect you will find lots of ideas and useful insights to help you think differently about your own career in HR. We hope that you enjoy reading the framework as much as we have enjoyed working with all the people that have contributed to it.

About the HR Profession

About
Civil Service HR

HR in the Civil Service

HR roles within the Civil Service are diverse, challenging and rewarding. Be part of an amazing profession of over 3,500 HR professionals in the Civil Service, within the central Civil Service HR function and departments. Our roles in HR ensure we have the right talent in the right place; we create work-class learning programmes to serve the public more effectively; redesign structures to ensure we are better able to protect the country and enabling around 450,00 civil servants to perform even better. Belonging to the HR profession gives you access to an unrivalled network of HR professionals with opportunities to learn from others and develop your skills.

Our job is to also ensure we help build a skilled and modern workforce, develop inspiring leaders and make the Civil Service a truly great place to work.

Read more about the [HR Profession in the Civil Service](#) to find out who we are and what we do.

Routeways into the HR Profession

You can develop a career in HR through a variety of different entry routes, including mainstream recruitment, apprenticeships and the HR Fast Stream.

Mainstream Recruitment: Departments run separate campaigns for varied roles within the HR profession or HR Function. Roles will be advertised on the [Civil Service Jobs](#) or departmental careers pages.

Apprenticeships: Departments run separate campaigns for HR Apprenticeships. Currently, the Civil Service offers Level 3 and Level 5 HR and Learning Development Apprenticeships both for new and current employees. Apprenticeships will be advertised on [Civil Service Jobs](#) or departmental careers pages.

HR Fast Stream: The Civil Service Fast Stream is the Civil Service graduate programme. The HR Fast Stream programme offers graduates and current Civil Servants the opportunity to undertake a wide range of roles across different departments. More information on the scheme and how to apply can be found on the [HR Fast Stream website](#).

Other professions: There are many examples of people coming to work in HR roles in the Civil Service from other professions. Also, many other roles are needed to support a successful HR Function. These roles are not included in our framework, but you will find information on them within the frameworks of other professions, such as [Policy](#), [Digital Data & Technology](#), [Project Delivery](#), [Commercial](#), [Government Science and Engineering](#), [Finance](#), [Communications](#) and [Analysis](#).

The Civil Service [Careers Website](#) sets out the various entry routes into the Civil Service.

Building a Diverse & Inclusive Profession

Building a diverse & Inclusive Profession

Why D&I really matters in the HR Profession

The Civil Service Diversity & Inclusion Strategy (2017) aimed to establish the Civil Service as the most inclusive employer in the UK by 2020. We've made progress, but the road to a fully diverse and inclusive Civil Service is long and we must not be complacent.

“ It's time to have a good look at our own Capability and Talent: whatever we do, whoever we are, we want to be proud to represent the wider society that we serve. A fully diverse and inclusive community of HR professionals is in our reach. A dedicated strategy is here to help. Join us on our journey to make a career in HR even more rewarding by breaking down progression barriers that should not be there. ”

Rupert McNeil

Government Chief People Officer

Civil Service HR

Diversity and Inclusion at the heart of the HR Career Framework

Diversifying the Civil Service workforce is a government priority. The HR profession is expected to carry out this role across all phases of an employee lifecycle. D&I is a golden thread woven through every aspect of work of an HR professional - to role model and act as agents of change.

You - the HR professional - have helped us make a great start by joining our Working Groups of passionate and knowledgeable volunteers. Let's make a career in any of our HR job families the most inclusive experience in the UK!

Find out more by emailing:

capabilityandtalent@cabinetoffice.gov.uk.

About the HR Career Framework

About the HR Career Framework

What is the HR Career Framework?

This interactive HR Career Framework is an exciting new version that has been created by the profession for the profession – with over 100 people contributing ideas. The framework is based on the commonality principles outlined in the [CS Employee Policy Integration Pack](#) which requires that all Civil Service Professions should have a career framework.

Who is the HR Career Framework for?

Thinking of joining HR? This framework is a good starting point to explore the [HR job families](#), learn about accreditation and qualifications, read the [case studies](#) and gain a flavour of the [type of work](#) people do in HR.

New to HR? It's great to have people join from outside the profession. There are many good examples of people joining at different levels – we welcome diversity of people and thinking.

Been in HR a while? This framework provides a structure that can help you consolidate and grow in your current role, and/or help you explore other job families – check out the self-assessment tools and the [career development pages](#).

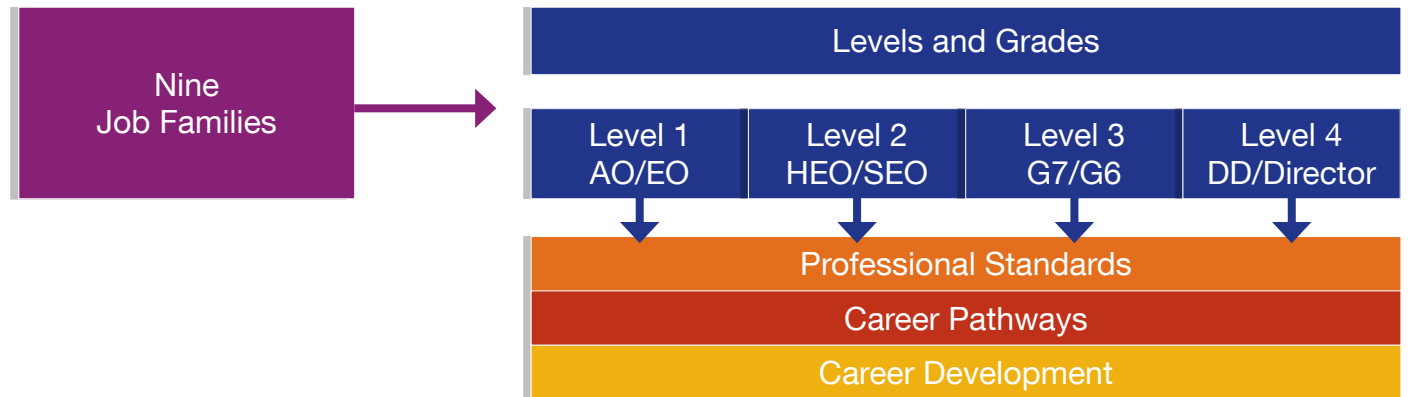
Line manager of someone doing an HR role? This framework sets out the professional standards and also provides information about what is required at different grades and Levels – use it for development and performance-related conversations.

Hiring managers? Use the framework to develop core behaviours, experience and technical qualifications required at different grades and levels.

Other professionals, arm's length bodies and devolved administrations? This framework provides information about the HR profession in the Civil Service and can give you an idea of the roles, opportunities and type of work, outcomes HR drive.

What does the HR Career Framework contain?

The framework is built around nine Job Families, Professional Standard, Career Pathways and a Career Development offer.



Find out more about a career in HR from [CIPD careers](#).

What's in it for you?

What's in it for you?

Benefits of an HR Career in the Civil Service

- Be part of an inclusive and [Brilliant Civil Service](#), and support HR to deliver improved outcomes, effective leaders, skilled people, and a great place to work
- Access to favourable ways of working – work/life balance, flexible working
- The skills, experience, knowledge, and career development opportunities that you can gain working with us are exemplary.

Why would you want to work in HR in the Civil Service?

- Be part of a multi-disciplinary profession that gives you transferable skills – making you more attractive to current and future employers – both in HR and in other professions
- Become a HR professional – gain CIPD accreditation (not all HR roles in the Civil Service require CIPD qualifications, but there should be a willingness to undertake these if required)
- Opportunity to grow your strengths and achieve your full potential.

What does this framework have to offer you?

Facilitate your career development by:

- Enabling you to go after a new job, get promoted or simply grow and consolidate in your existing role
- Enabling an understanding of self-assessment against the expectations for each Level

- Clarifying the different routes you can take to develop depth of expertise and breadth of experience
- Help to support you to produce a career development plan, and support career conversations with your line manager
- Setting out, in one place, the skills, behaviours, experience and standards for individual success by role and grade
- Highlighting internal and external accreditation/qualifications – building external recognition of Civil Service professional skills
- Helping you create your individual career pathway to support your aspirations and growth.

[Why work in the people profession? \(CIPD\)](#)

Find out more about the [HR Job Families](#) in the Civil Service.

HR Professional Standards

Professional Standards

What are HR Professional Standards?

Professional standards set out the knowledge, skills and behaviours required for people in an HR role. They set a benchmark for the people profession in the Civil Service, ensuring quality and a consistency to what we do and how we do it. Professional Standards help the HR community in the Civil Service contribute to [A Brilliant civil Service Blog](#).

Who do the HR Professional Standards apply to?

Professional standards – knowledge, behaviours, and skills – apply to everyone working in an HR role in the HR profession.

What does the HR Professional Standards consist of?

- [The HR Success Profiles](#)
- [CIPD Standards](#)
- [HR Functional Standards](#).

Success Profiles

The Success Profile Framework has been introduced to attract and retain people of talent and experience from a range of sectors and all walks of life, in line with the commitment in the Civil Service Workforce Plan.

The [HR Success Profiles](#) are a powerful tool when considering your career path. They are a great way to help you assess your strengths and behaviours, and draw out your experiences and skills. Understanding these can help you shape your career path and keep your skills relevant for current and future roles. The Success Profiles can be used alongside this framework to help you to plan your next step and tailor your development to meet the requirements of future roles.

CIPD Professional Standards

The Civil Service works closely with the CIPD, the professional body for HR and people development, to promote professionalisation and development opportunities for its HR professionals.

The HR Career Framework has been created in alignment with the [CIPD's Profession Map](#). The Profession Map sets the international benchmark for the people profession and outlines the core behaviours, knowledge and specialist knowledge required of HR professionals.

You can find out more about the CSHR and CIPD MOU and the importance of professionalising by listening to this [podcast](#) with Rupert McNeil (Government Chief People Officer) and Peter Cheese (CIPD Chief Executive).

HR Functional Standards

[HR Functional Standards](#) sets expectations for the leadership and management of human resources across government, ensuring people are recruited, developed and deployed to meet the government's needs. This standard provides direction and guidance for practitioners in the Civil Service HR profession.

About the HR Career Pathways

Overview

What is a Career Pathway?

A Career Pathway is a series of defined and connected job roles which often feature at different levels. A Career Pathway enables people to identify what is expected for each role at each level, and to see how they might progress or develop through different job roles and levels.

What is the difference between a Career Pathway and a Career Framework?

A career pathway is one important element of a wider professions framework. The HR Career Framework incorporates:

- Nine HR Job Families (by Levels and Grades)
- HR Professional Standards (Success Profiles and CIPD)
- HR Career Pathways
- Career Development.

Who is it for?

Everyone working in HR should have a career pathway that is used regularly in development conversations, career conversations and performance management conversations with your line manager.

You can also use your pathway to inform career conversations with your mentor, coach and/or buddy.

When should I do this?

You should regularly (at least quarterly) review your Career Pathway and make sure it is relevant to meet your current and future needs. It is particularly important to do this when you are considering a job move, in personal development discussions, during objective setting and performance reviews.

How do I access it?

Download the [Career Development Plan](#).

The HR Career Pathways

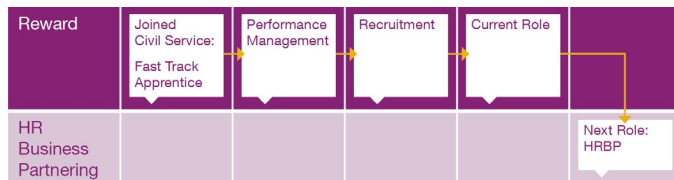
The HR Career Pathway

Deciding your Career Path

A career path can help you transition from one role to another within a Job Family or between Job Families.

Setting out your career path provides you with a road map from the point at which you are now to where you want to get to. It is a guide for you – that is planned and deliberate and provides structure to your journey. Your career path can be varied or linear – it’s entirely up to you.

For example, see Daisy’s career path below and read her [career journey](#):



Your Career Path

Things to consider when developing your career path:

- What are some of the behaviours (as set out under Success Profiles) you use in your current role?
- What are your strengths?
- How much experience do you have?
- What are some of the technical skills you possess?

Download the [Career Development Plan](#) and get started on your career journey.

Your Career Pathway

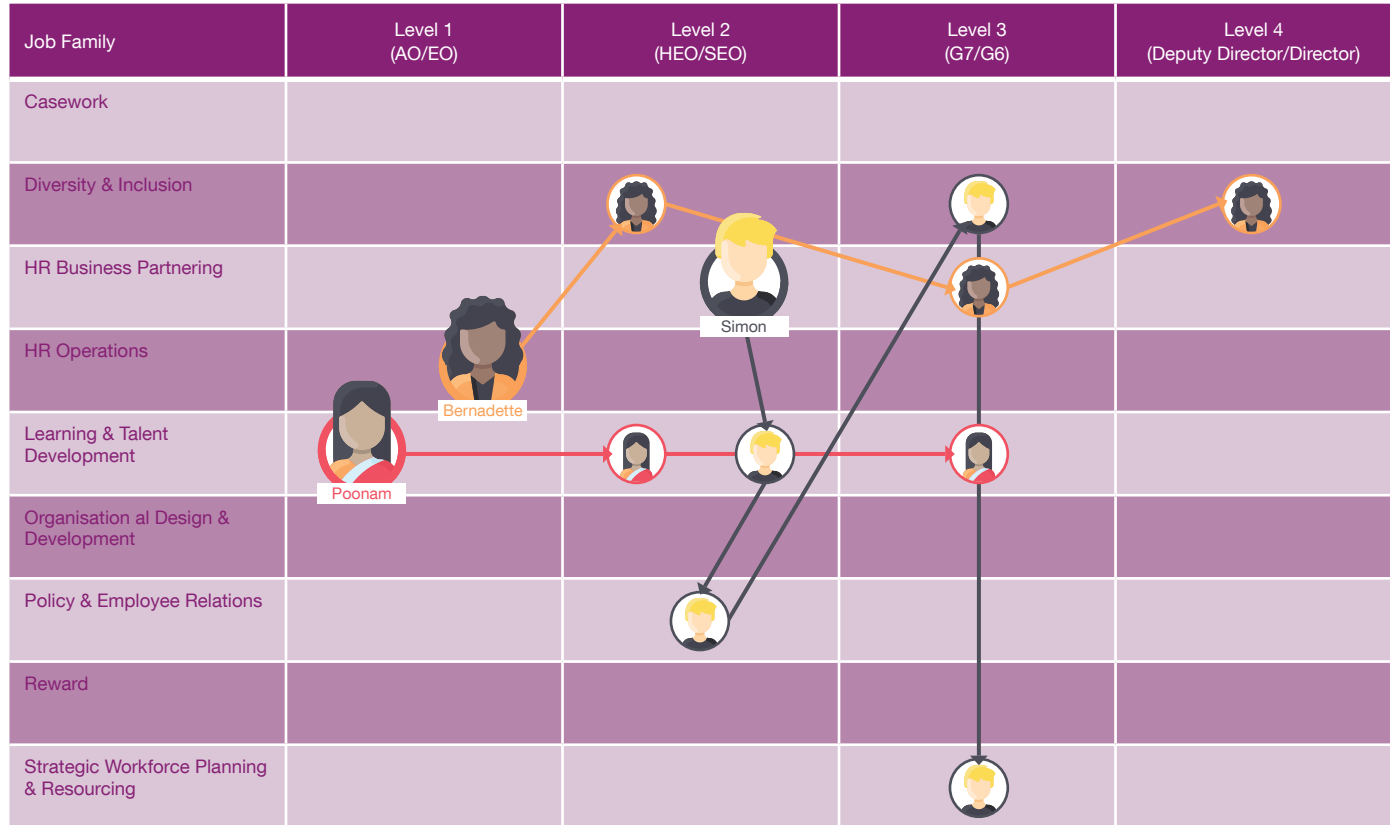
Your Career Pathway

The Civil Service HR Career Pathways offers many exciting opportunities. Whether you are a qualified HR professional or work in HR doing an HR role – this career pathway offers something for everyone.

For example:

- You may be interested in moving roles between Job Families and learning what each area of work entails. Doing this can help extend your breadth of HR knowledge - represented by the vertical arrows. See [Bernadette's case study](#)
- There is a linear career pathway within each Job Family where you can progress by grade –AO/EO upwards. This pathway will give you experience and expertise in one particular area – shown by the horizontal arrows. See [Poonam's case study](#)
- Another option around progression, is to move from one Job Family to another on promotion – represented by the both the horizontal and vertical arrows. See [Craig's case study](#).

Explore the [CIPD career options](#) and read inspiring [HR career transition stories](#).



- Bernadette's career path shows how she has increased her depth of knowledge and experience across two HR job families
- Poonam's Career path show how they've increased their depth of knowledge in Learning & Talent
- Simon's Career path shows how they've increased both breadth and depth of knowledge and experience.

NB: In such a diverse profession, a single career path is uncommon. Very few people in CSHR have taken a straight horizontal route to their current role. CSHR is jam packed full of diverse and interesting individuals and with a huge number of varied roles and opportunities to match.

Your Career Development

The 'Step-Up/ 'Step-Sideways'

The 'Step-up'

'Step-up' can also be about gaining greater expertise in your current role, moving to another area in HR, or even working in another profession – it isn't always about promotion.

Things to aid your development:

- Offer to represent your Department at HR Forum meetings
- Improve your HR knowledge – be curious – for example shadow someone to learn more about their role
- Understand how your role and your job family fits with other parts of HR
- Set up an action learning set for you and your peers
- Learn about the skills and experience you will need to demonstrate at the next level - browses the [Job Families](#) here
- Find out about the [HR Success Profiles](#) and use the information to assess your behaviours, and experience
- Review the [CIPD Career Hub](#) which includes a wealth of useful resources - some of which are available to non-members

- Use the self-assessment questions to understand your strengths, your leadership, and identify your development goals
- Use the career development tool to set out your career pathway and career development plan
- Future Leaders and other [corporate leadership programmes](#)
- Alongside broadening your broader leadership skills, it is important to make sure you continue to invest in your professional HR knowledge and experience via two routes:
 - accrediting your experience via Experience Assessment
 - or studying for a CIPD qualification and going through an Upgrading Assessment. If you are interested complete the [expression of interest form](#).

You can [hear from Debbie Alder](#), Director General, People and Capability DWP, and other colleagues who have gone through the programme (also available on [Youtube](#)).

The 'Step-sideways'

Whatever your aspiration or ambition, it is a good opportunity to also explore opportunities at your current Level in other Job Families. Working in different parts of HR will extend your knowledge and experience and will make what you have to offer future employers more attractive.

You may be interested in considering how your skills match to other professions. For example, [Policy](#), [Digital Data & Technology](#), [Project Delivery](#), [Commercial](#), [Government Science and Engineering](#), [Finance](#), [Communications](#) and [Analysis](#).

You'll find a range of ideas to help you build deep expertise and/ or develop breadth of experience and/or consider professional accreditation/qualifications – which should support you in your current role or help you 'step-up' or 'step-sideways' in future roles.

Career Development Plan

Use the [Career Development Plan](#) (CDP) to create your personal career pathway, set out your goals, learning and development and track your progress.

Your Career Development

Generic Learning

This page contains generic learning, as well as reading and courses to support your wellbeing and build resilience. This is not an exhaustive list, and doesn't replace other learning your line manager and department may want you to undertake.

Wellbeing and Resilience

- [Thriving at work \(The Guardian\)](#)
- [Positive principles for mental wellbeing \(CS Leadership Academy\)](#)
- [Resilience and wellbeing](#)
- [Developing resilience](#)
- [The road to resilience](#)
- [CIPD developing resilience](#)

Management

- [Management Fundamentals \(CSL\)](#)
- [Managing Team Dynamics](#)
- [Managing team conflict \(CSL crib-guide\)](#)

Writing Skills

- [Written communication](#)
- [Written communication workshop](#)
- [How to improve your writing skills in 10 easy steps](#)
- [The art of writing succinctly](#)

Public Speaking

- [Persuasive presenting](#)
- [Creating a powerful, personal presence](#)
- [12 tips for public speaking](#)
- [Public speaking tips](#)

Personal Impact

- [Personal Effectiveness \(CSL\)](#)
- [Core values - fairness, non-discrimination, inclusion and creating opportunity](#)

Diversity & Inclusion

- [Diversity & Inclusion](#)
- [Core values - fairness, non-discrimination, inclusion and creating opportunity](#)

Stakeholders

- [Engaging stakeholders \(CSL\)](#)
- [Identifying requirements \(CSL\)](#)
- [Identifying customer and stakeholder requirements \(CSL\)](#)

Negotiating and Influencing

- [Influencing skills workshop](#)
- [Influencing skills resource](#)
- [Persuading, influencing & negotiating skills](#)

Coaching and Mentoring (CSL)

- [Coaching and Mentoring \(CSL\)](#)
- [Find a match for a coach or mentor](#)
- Networks:
 - Join [Civil Service Local](#)
 - Join your local [CIPD](#) branch, attend their meetings

Your Career Development

Leadership

Top tips to be a great leader:

- Raise your self-awareness – identify your strengths and your blind-spots
- Lead by example, don't ask people to do things you yourself are not prepared to do!
- Consistently deliver in your current role
- Keep up-to-date with the latest thinking – devote time to reading
- Expand your network and make connections wider than your immediate role and even beyond your department.

Civil Service Leadership Academy



The Leadership Academy will be available initially to Senior Civil Servants (SCS) and people on talent programmes, although in time we'll extend the offer to Civil Service leaders at all levels.

All Civil Service leaders will have access to bite-sized digital versions of Leadership Academy events such as videos and case studies to supplement departmental leadership and management training.

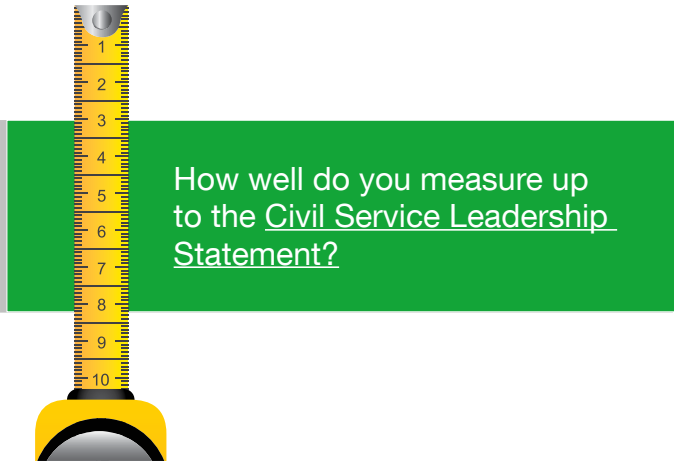
The Leadership Academy will offer a range of carefully designed and tested events and learning opportunities, as well as pilots for additional learning offers.

Find out more about the [Civil Service Leadership Academy](#).

[Creative Leadership \(CSL\)](#)

Networks:

- [Whitehall Industry Group](#) networking events
- [Set up an action learning set for you and your peers](#)
- Future Leaders and other [corporate leadership programmes](#)
- [Windsor Leadership Programmes](#)



Your Career Development

Building HR professionalism is one of our key capability priorities across the HR Function. To support this, each year expressions of interest are sought from colleagues who are interested in undertaking a CIPD Advanced Level 7 Diploma. Watch out for these in the CS HR Mailout – register via cshrcomms@cabinetoffice.gov.uk.

Watch these short videos from MOL learners on what is like to gain a [CIPD Qualification](#) with MOL and the [Level 7 Qualification](#).

Explore the CIPD website and ensure you are [choosing the right CIPD qualification for you](#).

NB: Not all HR roles require CIPD accreditation. Please check with your line manager and department if undertaking a CIPD qualification is part of your career pathway.

- [HR Apprenticeships \(Level 3-EO and Level 5-HEO/SEO\)](#)

HR Specific Development

CIPD offer entry-levels routes into the HR profession. For example, the HR Apprenticeships (Level 3-EO and Level 5-HEO/SEO). Find out more about this qualification and other [CIPD Apprenticeship qualifications](#).

Further learning for all grades:

Project Management

[What is project management?](#)

[How projects run](#)

[Agile project management \(CSL\)](#)

Risk Management

[Understanding and managing risk \(CSL\)](#)

[Managing reputation risks](#)

Handling data

[Data visualisation 101](#)

[Transparency and open data](#)

Business Cases

[Understanding and using business cases \(CSL\)](#)

Finance

[Working with finance in government](#)

[Finance basics](#)

Your Career Development

Job Family Specific Learning

Policy & Employee Relations

Name of training	Who is this training aimed at?	How can this training be accessed?
Training to work towards CIPD Associate, Chartered Member, Chartered Fellow.	CIPD qualifications provide good training for all HR Policy and ER professionals, with different levels of qualifications available	Accredited training providers of CIPD
Advisory, Conciliation and Arbitration Service (ACAS) courses and conferences.	Training courses on employment relations and the latest good practice for employers, HR professionals, managers and employees.	ACAS training-courses
Management fundamentals training	All grades where fundamentals of management training are identified as an area of development	Civil Service Learning

Organisational Design & Development

Name of training	Who is this training aimed at?	How can this training be accessed?
OD&D Foundation	Anyone wanting to develop OD&D consulting skills and knowledge	Please contact enquiries@odand.gov.uk for the most recent course information, including dates, prices etc.
OD&D Advanced Practice	Individuals looking to consolidate and deepen their OD&D skills and practice	Please contact enquiries@odand.gov.uk for the most recent course information, including dates, prices etc.
We regularly offer free master classes and other learning opportunities	Most of our learning opportunities are open to all civil servants with an interest in the topic	Please subscribe to our fortnightly newsletter - contact enquiries@odandd.gov.uk

Strategic Workforce Planning

Name of training	Who is this training aimed at?	How can this training be accessed?
3 Day SME course	Subject matter experts – Not totally grade specific. Typically though this is SEO-G7 level	Course is from the CIPD. Key info is on this flyer Course Overviews
1 Day HR Deputy Director / equivalent course	Deputy Directors	Course is from the CIPD. Key info is on this flyer Course Overviews
1 day HRBP course.	HRBPs doing SWFP	Course is from the CIPD. Key info is on this flyer Course Overviews
2 day SME course	Subject matter experts – Not totally grade specific. Typically though this is SEO-G7 level	Course run through the HCI details Course Overview



Your Career Development

Job Family Specific Learning

Casework

Name of training	Who is this training aimed at?	How can this training be accessed?
Soft Skills		
Coaching Workshop	HEO / Case Manager	Internal programme developed and delivered by Case managers and Delivery Managers
'Top-Tips' videos	All	Top Tips for Managers
CLIMB Training by Match-fit	EO - Casework Support HEO - Case Manager SEO - Client Delivery Manager G7 - xxx	By invitation from a third-party supplier (Match-Fit) and MoJ Casework. Climb Online
Insights Training	All	Discuss with the training provider: developing@juliawallis.co.uk
Shadowing	All	On the job
Civil Service Learning (CSL)	All	CSL Website
Safeguarding	All	Online - Kallidus (Product 0017894)
PAM assist sessions – 'Handling sensitive conversations through motivational interviewing'	All	Casework internal delivery
Formal concerns – principles of Respect @ Work	All	Casework internal delivery
Handling or supporting linked or multi-stranded cases (from receipt to completion of the appeal)	All	Casework internal delivery
Handling whistle blowing –	All	Casework internal delivery
Handling probation cases	All	Casework internal delivery
Identifying and sharing lessons learned applying them to BAU	All	Casework internal delivery
Legal/Policy		
Sexual Harassment	All	ACAS (in house for some departments)
Disclosure obligations for civil and criminal cases online learning	All	Online
Knowledge and application of Employment Law	All	Though CIPD and In-House
HR Policy updates	All	In-House
Employment Tribunals	All	In-House and GLD
Professional Development		
CIPD Level 5 Apprenticeship Scheme	HEO / Case Manager	By application when scheme is live.
Development Scheme	Entry Level – EO This 8 month programme develops EO's into HEO Case Managers and is part of our Recruitment programme.	Internal programme developed and delivered by Case managers and Delivery Managers

About the HR Job Families

Overview

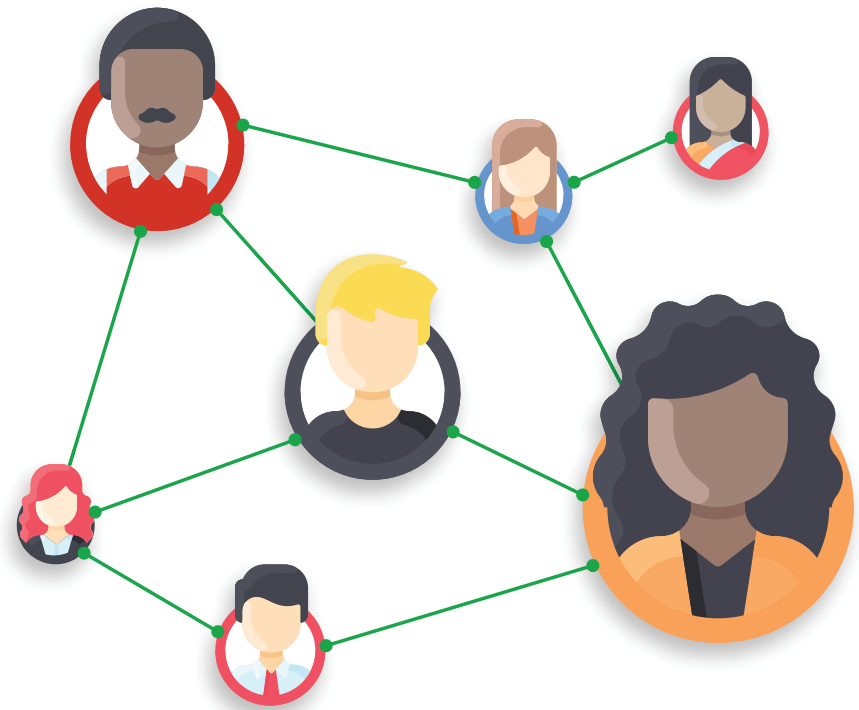
About the HR Job Families

An HR Job Family is defined as a series or groupings of jobs, with similar characteristics, knowledge, skills, abilities and behaviours; and showing the professional levels and providing professional opportunities over time.

The HR Job Families are distinct groups that share the nature of their work and have a common purpose or function:

About the Roles, Levels and Grade

Roles sometimes vary between departments so to help you navigate across the job families we've put in four simple Levels and have related each Level to specific grades.





Casework Job Family

“ Working in CSHR Casework provides a challenging and rewarding platform to help the Civil Service build line-management capability. You’ll be working directly with managers of all grades and seniority, from team leaders to Permanent Secretaries, providing expert HR advice, guidance and support. Using a coaching approach, you will develop and apply effective communication, influencing and analytical skills, helping line-managers gain the competence and confidence to make effective HR decisions when managing an employee relations issue. Helping managers successfully resolve often challenging and complex HR issues, and to become a better line-manager is a powerful and rewarding experience. ”

Why choose a career in Casework?

What is Casework?

What is casework?

Caseworker / Case Manager / HR Consultant - all three terms are used interchangeably, depending on casework provider/team) provides expert advice, coaching and support to line managers on HR cases. Caseworkers deliver a key HR function by empowering line managers and supporting the business.

What does casework work look like?

Caseworkers provide expert advice and by doing so, play a key role in building the competence and capability of managers. They do this by advising, coaching and upskilling them on handling HR cases such as dispute resolution or poor performance. Caseworkers do not make decisions on cases. They help managers understand the issues and parameters. They help them evaluate possible solutions and the likely consequences of decisions taken e.g. risks to the business or departmental reputation. In some cases, caseworkers provide advice and support to employees through BHD or other employee advice lines.

Key skills

A caseworker needs to have a flexible approach to their work and juggle many different cases in a wide variety of policy areas. They need to develop a real understanding of HR Policy and policy intent. Caseworkers need to be resilient and sensitive in their role supporting senior managers and signposting to other sources of expert advice where appropriate while being able to persuade and influence. They must weigh up and communicate risks, and take a pragmatic approach to meet the business's risk appetite.

For more information about specialist casework roles, and 'day in the life of' stories:

- [See Ben's career journey.](#)

Why choose a career in Casework?

The Casework Career 'Offer'

What sort of people are we looking for?

We look for individuals who want to develop a detailed knowledge of HR policy and legal issues and their application in resolving people issues. This breadth of HR capability and knowledge is a key aspect of the role.

How we can help you grow and develop?

Casework offers interesting and challenging opportunities at the centre of the HR profession. Individuals will gain an in depth understanding of employment law and interpretation of HR policies and their application to people issues and conflict management. This will help them grow confidence and skills in communicating, coaching and influencing. Working in Casework will develop strong collaborating and partnering skills to motivate and support colleagues and learn how to manage workloads to deliver a high-quality service for the business. This experience and thorough understanding of issues managers face will put you in a strong position to take forward other stretching roles in HR.

What are the 'take-away' skills we'll help you develop?

- An in depth understanding of HR Policy and Employment Law
- Confident communication, coaching and influencing skills
- Understanding of risk management
- Collaboration and partnering skills
- Delivery of a customer focussed service
- Development of leadership and management skills to motivate and support colleagues.

Casework: Level 1 (AO/EO)

Level 1

Level 1 Casework support

Overview – At this level you are typically supporting the Casework Service through data collection, research and organisation.

Core activities and outcomes at this level may include:

- Processing data within HR processes
- Line management responsibility
- Liaising with internal and external customers and stakeholder
- Supporting casework managers with research and collection of information
- Supporting senior managers with delivery of the casework service
- Provide administrative support.

Key skills required at this level may include:

- Effective time management of priorities and deadlines
- Attention to detail – ensure accuracy in protecting personal data
- Good communication skills – listen actively, have effective written and verbal communication skills
- Awareness of the wider HR Function – roles, policies and processes
- Research and analysis - gather data and understand information
- Interpreting and presenting data – including highlighting data insights, trends and issues (and potential solutions)
- Good project co-ordination and organisational skills
- Excellent team and stakeholder relationships
- Good customer service skills.

Key responsibilities at this level can be:

- Undertaking research and reporting on Casework data
- Protecting personal data – ensuring GDPR compliance in documents
- Administrative – e.g. maintaining risk registers, and filing systems.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Casework: Level 2 (HEO/SEO)

Level 2

Level 2

Case Manager/Team Leader

Overview – At this level you are typically using your professional expertise to manage the team's resources and workload, including prioritising work, and looking at ways to improve outcomes for customers and stakeholders

Core activities and outcomes at this level may include:

- Supporting and coaching line managers
- Supporting managers with crisis resolution
- Liaising with stakeholders, e.g. Government Legal Department, Occupational Health, Trade Unions
- Analysing and interpreting data that informs decision-making.

Key skills required at this level may include:

- Communicating with impact – consult with and influence stakeholders
- Good project management and organisational skills
- Excellent customer service and stakeholder management
- Being open to change, and proactive in delivering improved outcomes for customers
- Should be willing to undertake CIPD Associate level qualifications if required by department.

Key responsibilities at this level can be:

- Delivering a customer-focused service
- Building capability of line managers in the business around casework-type themes to improve issue resolution
- Building capability within the team
- Prioritising and managing own and team's workload
- Sharing good practice
- Developing and keeping up-to-date knowledge on HR Policy and Employment Law.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Casework: Level 3 (G7/G6)

Level 3

Level 3

Service Manager/Head of Casework

Overview – As this level you are typically a specialist, using your professional expertise to lead the Casework function in your department, ensuing good service delivery.

Core activities and outcomes at this level may include:

- Developing relationships with key stakeholders within our client group and across government. (Not just within our own Department)
- Manage our own support functions
- Managing a wide ranging Portfolio of transformational projects. These being from within their own team, across the CSHR Case Work Supplier family and across our client group
- Identifying key strategic 3rd party delivery partners
- Procuring and overseeing the delivery of these key strategic delivery partners
- Strategic leadership of our geographically dispersed team.

Key skills required at this level may include:

- CIPD qualification to [Chartered Member](#) or [Chartered Fellow](#) Level
- Broad and detailed HR knowledge, policy and employment law
- Knowledge of OD&D to help in managing the team and live service
- Excellent communications skills - manage challenging situations
- Strong analytical, coaching, influencing and negotiation skills.

Key responsibilities at this level can be:

- Developing and implementing the casework strategy
- Developing and implementing high quality, user-focussed guidance and support
- Building departmental capability to improve dispute resolution, and deliver a culture of continuous learning
- Supporting business and cultural change
- Supporting, motivating and building capability within the team
- Sharing good practice to support wider HR community including influencing the cross-government HR agenda.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Casework: Level 4 (DD/Director)

Level 4

Level 4 Deputy Director

Overview – At this level, responsibility for Casework would be one of the areas that fall within your wider remit.

Core activities and outcomes at this level may include:

- Communicating and driving organisational changes and strategic casework delivery to meet business/wider CS priorities
- Leading the delivery of key organisational CS-wide Casework Strategy
- Key communicator with Director Generals, CPO, CS Boards and Senior Leadership Groups on casework issues
- Using MI and data at a strategic level to develop the service and add value to the business.

Key skills required at this level may include:

- CIPD qualification to [Chartered Member](#) or [Chartered Fellow](#) Level
- Strong operational knowledge of the organisation and the a wider understanding of the broader sector in which it operates
- Able to innovate and change through OD&D practices.

Key responsibilities at this level can be:

- Accountable for strategic leadership, partnering and business delivery
- Developing and deploying people strategies and end-to-end HR systems (e.g. strategic workforce planning, building capability, D&I, reward and organisational and cultural change)
- Builds an inclusive, high performing and professional HR team
- Act or lead as sponsors for HR or business-related projects and priorities
- Responsibility for escalating contentious and high risk cases.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Civil Service HR

Diversity & Inclusion (D&I) Job Family

“ Working in D&I in the Civil Service gives you an unparalleled overview of how HR policy is created, and is a great place to sharpen your influencing and delivery skills. You’ll be in a team that’s directly connected to the Civil Service core purpose, helping your organisation deliver better outcomes for people across the UK.

”

Why choose a career in Diversity & Inclusion (D&I)?

What is D&I?

What is Diversity & Inclusion?

D&I is about tackling under-representation, building inclusive cultures and ensuring system accountability for progress. It's about knowing and going beyond the basic legislative requirements to create and implement evidence-based, innovative approaches that drive change. D&I interventions help create the conditions to ensure that everyone can reach their full potential and that diversity of thought and experience is integral to inclusive policy making and delivering excellent public services.

What does Diversity & Inclusion work look like?

- Developing an organisational or functional narrative for D&I
- Collecting evidence and data to inform delivery priorities and discern progress
- Advising on diversity and inclusion matters, such as the requirements of the Equality Act 2010, diversity demographics and actions to build an inclusive culture
- Informing inclusive employee policy, advice and support
- Engaging and collaborating with stakeholders across the system
- Diagnosing and developing inclusive cultures where all employees can have a sense of voice, belonging and authenticity and barriers to inclusion are addressed
- Implementing support for the specific needs of different staff groups.

Key skills

- Organisational cultural transformation
- Building, influencing and managing relationships
- Using data and evidence to make decisions and influence
- Applying complex employment law or employee relations principles
- Awareness raising and capability building
- D&I subject expertise - understanding the lived experiences and specific challenges and requirements of different groups
- Delivery of D&I strategies.

Why choose a career in Diversity & Inclusion (D&I)?

The D&I Career 'Offer'

What sort of people are we looking for?

We look for creative, resilient and multi-disciplinary people who put D&I at the heart of everything they do. Individuals who have an ability to deliver outcomes through engaging, influencing and collaborating with others across an organisation. An openness to develop deep subject matter expertise in a specific diversity strand may be helpful for certain roles.

How we can help you grow and develop?

D&I practitioners are encouraged and supported to grow according to their strengths, subject expertise and career aspirations. This includes:

- undertaking accredited courses such as CIPD (although this is not mandatory for our job family) or other relevant qualifications
- Participating in courses, training, conferences and events by internal and external providers
- Working with senior leader champions, staff networks, regional networks and HR and policy professionals on specific projects.

CSHR's central D&I team also operate a community of practice approach that offers a practitioner manual, group meetings, consultations on D&I products, shadowing, best practice workshops and webinars, informal professional practice coaching and a digital information repository and collaboration platform - Knowledge Hub.

What are the 'take-away' skills we'll help you develop?

- How to work inclusively with an appreciation of the different lived experiences and needs in the workplace
- An working understanding of the Equality Act 2010
- Working with senior leaders and across an organisation, at different levels and sometimes even across government
- Greater understanding of HR policy, employment and equalities law
- Project management
- Communication, engagement and influencing skills

- Identifying and sharing best practice and collaboration skills
- Developing and delivering learning and facilitation skills
- Organisational development and consultancy
- Influencing behaviours and culture change
- Working with complexity and ambiguity
- Skills that can potentially be transferred or developed for entry into other professions e.g. Project Delivery, Communications or Policy.

CIPD

[Diversity & Inclusion roles](#)

[A day in the life of a D&I specialist](#)

D&I: Level 1 (AO/EO)

Level 1

Level 1

D&I Support/D&I Administrator

Overview – At this level you will be supporting team members' work to transform your organisation's culture into one which is more diverse and inclusive.

Core activities and outcomes at this level may include:

- Supporting colleagues by conducting research, collecting, analysing and reporting on D&I data
- Dealing with stakeholder queries
- Planning, event co-ordination and communications.

Key skills required at this level may include:

- Good communication skills – listen actively, have effective written and verbal communication skills
- Ability to use IT confidently to support project work
- Research and analysis - gather data and understand information
- Interpreting and presenting data
- Good project coordination and organisational skills.

Key responsibilities at this level can be:

- Undertaking analysis of D&I data and reporting findings to senior management
- Protecting personal data – ensuring GDPR compliance in documents
- Administrative – e.g. support the team to deliver projects and events
- Triaging queries and requests for information from your team.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

D&I: Level 2 (HEO/SEO)

Level 2

Level 2

D&I Manager/D&I Senior Manager

Overview – for example: At this level you will typically provide expert advice to business managers and HR Business partners on D&I issues. In Civil Service HR, you may be a D&I Strategy or Policy Adviser, leading on a particular D&I strand or a particular HR area e.g. recruitment or learning.

Core activities and outcomes at this level may include:

- Providing expert advice on equalities and D&I issues, possibly to senior leaders
- Managing D&I projects
- Collaborating with central CSHR and D&I teams
- Analysing and interpreting D&I data to make decisions
- Drafting and advising on D&I policies and products.

Key skills required at this level may include:

- Developing expertise in D&I and technical understanding of HR
- Excellent collaboration and partnering skills
- Strong analytical skills
- The ability to resolve complex issues and make sound decisions based on experience and judgement
- Good drafting and briefing skills for senior leaders
- Good project management skills - managing multi-strand projects.

Key responsibilities at this level can be:

- Managing projects to embed government and departmental D&I initiatives
- Providing policy advice on D&I developments to a range of stakeholders
- Supporting other HR practitioners' equalities and to become D&I capability.

Possible accreditation levels or equivalent qualifications or experience:

- CIPD Associate Membership/Level 3 Certificate in HR Practice or Level 5
- Intermediate in HR Management
- S/NVQ Level 4 – Business Administration
- HR Apprenticeship.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

D&I: Level 3 (G7/G6)

Level 3

Level 3

Head of D&I, Policy or Strategy strand lead/Team Leader

Overview – At this level, you will typically be either a Head of D&I, a D&I Team Leader in a larger organisation or a senior policy or strategy lead in Civil Service HR with responsibility for a specific diversity strand or aspects of D&I across the Civil Service.

Core activities and outcomes at this level may include:

- Leading a D&I team or on a D&I strategy or policy
- Applying influencing and persuasion skills at the most senior levels
- Overseeing the implementation of strategy and/or new policies
- Championing the D&I agenda in your department or organisation.

Key skills required at this level may include:

- Inclusive systems leadership and management skills
- Deep expertise in and passion for equalities and D&I
- Strong influencing, negotiation and consulting skills
- Able to make robust strategic decisions about priorities and approaches.

Key responsibilities at this level can be:

- Leading, designing and driving forward strategic and evidence-based approaches to D&I
- Ensuring strategic deliverables are compliant with employment and equality legislation (Equality Act 2010)
- Working with analysts to assess progress and outcomes against D&I goals
- Providing policy advice and consultancy for on D&I developments of a wide range of stakeholders.

Possible accreditation levels:

- CIPD Chartered Membership/Level 4 or equivalent qualifications or experience.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

D&I: Level 4 (DD/Director)

Level 4

Level 4 Deputy Director

Overview – At this level, you may be a D&I Deputy Director in Civil Service HR, or a Deputy Director or HR Director in a departmental HR Directorate, with broad responsibilities including D&I. Typically you will be creating and driving forward a number of pioneering D&I programmes which will feed into the delivery of the Civil Service wide workforce plan.

Core activities and outcomes at this level may include:

- Leading specific new/ formative D&I projects
- Developing senior leadership group engagement around D&I and challenging this group to think creatively about their role
- Delivering on D&I targets.

Key skills required at this level may include:

- Building an inclusive, high performing and professional HR team
- Translate the organisation plan into a clear and understandable people plan
- Systems leadership across VUCA environments.

Key responsibilities at this level can be:

- Effective delivery of the current D&I strategy programme
- Ensuring appropriate governance arrangements for the D&I programme are in place
- Supporting Permanent Secretaries and other senior leaders on D&I issues
- Leading consultations with the National Trade Unions.

Possible accreditation levels:

- CIPD Fellows Membership/Level 5 or equivalent qualifications or experience

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Civil Service HR

HR Business Partnering (HRBP) Job Family

“ Working as a HR Business Partner you have a critical role, in shaping and implementing people strategies and ensuring that our people are at the heart of our organisations. Being the interface between HR and the business is an exciting, stretching and wide-ranging job. The HRBP role will provide you with an invaluable opportunity to see the impact HR has on improving organisational outcomes. Our HRBPs have exposure across the whole range of HR activity, while at the same time leading the people agenda for the area they partner. This makes the role so interesting; no two days are the same and being a part of the success of the teams you partner brings fantastic job satisfaction. ”

Why choose a career in HR Business Partnering (HRBP)?

What is HR Business Partnering?

What is HR Business Partnering

HR business partners have a critical role in identifying, developing and delivering people interventions in line with business objectives. Business Partners work closely with senior leaders to foster and nurture strategic people enablers such as talent, leadership and culture, as well as develop people solutions, to achieve the organisation's objectives.

What does HR Business Partnering work look like?

HR business partners play an important role; liaising with many key stakeholders to provide challenge in the development and delivery of business strategy and transformational change. HR business partners are also responsible for providing business insight into the development and delivery of people strategies, enabling improved business outcomes for both now and the future.

Key skills

HRBPs at all levels in the job family are at the heart of leading transformation and continuous improvement in business outcomes including:

- Leadership (at senior levels directly coaching and influencing leaders)
- Organisation design and development
- Employee engagement
- Strategic workforce planning
- Performance and talent management
- Capacity planning including succession and capability.

Why choose a career in HR Business Partnering (HRBP)?

The HRBP Career 'Offer'

What sort of people are we looking for?

The HR Business Partnering Job Family is looking for individuals who can adapt and learn quickly to meet the challenging and changing demands of the role. You will be expected to have a strong capacity for personal development and be willing to collaborate and build relationships with key stakeholders to meet business objectives.

How we can help you grow and develop?

The HR Business Partner job family provides opportunity to work in a fast paced and challenging environment. You will have plenty of opportunities to develop your own networks, knowledge, career and professionalism.

You will have a chance to build and showcase your HR skills, knowledge and leadership ability whilst building professional partnerships both across the business and HR. You will be supported in accessing a wide range of development opportunities across government.

The HR Business Partner Job Family offers a breadth of exciting opportunities where two days are never the same.

What are the 'take-away' skills we'll help you develop?

- Experience of working in a challenging and fast paced environment
- Building and managing partnerships with key stakeholders at varying levels of seniority
- Increased knowledge of employment law and employee relations
- Leading transformation and change.

CIPD

[HR Business Partnering roles](#)

[A day in the life of an HR Business Partner](#)

HRPB: Level 1 (AO/EO)

Level 1

Level 1 HR Support Officer

Overview – At this level you typically work as part of a small team to support HR Directors, HR Deputy Directors, Senior HRBPs, and HRBPs to delivery high quality HR support to a business area within your organisation.

Core activities and outcomes at this level may include:

- Managing and actioning emails
- Summarising lengthy or complex submissions, papers and requests
- Delegating tasks as appropriate, and coordinating and monitoring work
- Analysing HR metrics, performance and feedback and highlighting issues and trends to the senior HRBP team
- Identifying opportunities for improvement.

Key skills required at this level may include:

- Good stakeholder and relationship management and comms – being able to manage expectations with sensitivity
- Good business admin
- Prioritising, organising, coordinating and managing work
- Have an understanding of HR priorities for the Civil Service and what this means in practice
- Working knowledge of HR policies and practices and the HR operating model.

Key responsibilities at this level can be:

- Providing a professional business management service – being the first point of contact for enquiries, advice and information
- Providing an admin and support service for the HR team
- Acting as a liaison between the HRBP team and internal and external stakeholders.

Possible accreditation levels:

- CIPD Associate Membership/Level 3 Certificate in HR Practice
- S/NVQ Level 3/4 – Business Administration
- HR Apprenticeship.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

HRBP: Level 2 (HEO/SEO)

Level 2

Level 2 Assistant HRBP

Overview – At this level you typically work as part of a wider HRBP team providing strategic partnering support, challenge and HR advice. You can expect to act as a ‘critical friend’ and coach to a business leadership team and their business area or lead specific projects on HR topics.

Core activities and outcomes at this level may include:

- Develop strategies e.g. reduce sick absence or improve people engagement
- Translate business requirements into people requirements
- Solve business challenges by applying HR knowledge
- Coach and influence leaders in all aspects of HR e.g. D&I, leadership, employee engagement, capability & talent etc.

Key skills required at this level may include:

- Excellent relationship and stakeholder management – shaping and influencing in wider business context
- Analytical – developing insights and trends for evidence-based decisions
- Good HR expertise in breadth of HR to support business build good people practices.

Key responsibilities at this level can be:

- HR projects (or parts of projects) for the business area or for HR itself and support HRBPs with these challenges
- Contact the HR offer/HRBP role within the business
- Act as change agent within the business.

Possible accreditation levels:

- CIPD Associate Membership/Level 3 Certificate in HR Practice or Level 5
- Intermediate in HR Management
- S/NVQ Level 4 – Business Administration
- HR Apprenticeship.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

HRBP: Level 3 (G7/G6)

Level 3

Level 3

HRBP/Senior HRBP

Overview – At this level you typically work as an HRBP or Senior HRBP and are the face of HR. You will be shaping and influencing business leaders on all people aspects including building team capacity, capability, developing talent and recruitment. You will be operating at a strategic level and be part of the business leadership team

Core activities and outcomes at this level may include:

- Analyse and gather insight from HR and business data analytics, performance and the people survey and other feedback
- Link the business strategy to a people strategy and develop a programme of interventions to develop capability and capacity
- Coach and mentor line managers and senior leaders in all aspects of people development
- Project and portfolio management of change initiatives, such as improving sick absence.

Key skills required at this level may include:

- Strong adaptable leadership showing resilience, tenacity with ethical integrity
- Strong communication and interpersonal skills – forging trusted, strong and influential relationships with demanding senior stakeholders
- Flexible and creative in responding to business challenges in volatile, complex, uncertain and ambiguous working environments
- Experience in developing people-focused interventions that support performance management, talent, leadership, capability, workforce planning, recruitment, behavioural and cultural change.

Key responsibilities at this level can be:

- Partnering, supporting and being a ‘critical friend’ to business leaders in all aspects of people matters, including people strategies, inclusion, talent, capacity and capability and recruitment
- Creating and delivering HR programmes – supporting cultural and behavioural change
- Feeding insight into the wider HR function
- Identifying/addressing continuous improvement opportunities
- Building effective stakeholder relationships within the business, wider HR, and external stakeholders such as Trade Unions.

Career Development:

[HR Career Pathways](#)

[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)

[Generic Learning](#)

[Leadership](#)

[HR-Specific Learning](#)

[Job Family-Specific Learning](#)

HRBP: Level 4 (DD/Director)

Level 4

Level 4

HRBP / Deputy Director /HR Director

Overview – At this level you typically work at the strategic level with business leaders to develop and oversee the delivery of people strategies and interventions – build capability and capacity, leadership capability, attract talent, ensure inclusion – ensuring alignment with departmental HR priorities.

Core activities and outcomes at this level may include:

- Acts as a ‘critical friend’ to the senior leadership in the business
- Coaches senior leaders to assess and improve capability and capacity Building all aspects of capability within the business, including line manager and leadership capability
- Provides expertise to senior leaders on behaviour, attitudes, culture, systems
- Lead or sponsor change projects.

Key skills required at this level may include:

- Big picture and strategic thinking
- Ability to build strong and trusting relationships with stakeholders
- Track record in delivering transformation and improving performance through influencing business leaders
- Good analytical skills to interpret data and insight to inform decision-making.

Key responsibilities at this level can be:

- Setting the direction for the people strategy for business areas that enable them to deliver effective outcomes in a often volatile, uncertain, complex and ambiguous environment
- Ensuring there is a clear talent strategy
- Workforce planning and resourcing builds the right capacity – recruiting and deploying people effectively
- Oversight of the diversity and inclusion agenda – ensuring that different thinking and voices are represented within the business – particularly at senior leadership level
- Accountable for robust HR analytics across the business.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Civil Service HR

HR Operations Job Family

“ Working in HR Operations in the Civil Service places you at the heart of the people enabling agenda. Your operational knowledge and expertise ensures that all of the elements of the HR can work effectively and collaboratively. You will be part of a team that connects all the processes together, ensuring delivery against the Civil Service core purpose, and making sure that your organisation is enabled to deliver better outcomes for people across the UK. ”

Why choose a career in HR Operations?

What is HR Operations?

What is HR Operations?

HR Operations provides a range of services. We are a huge Job Family providing unique roles and experiences across a number of different contexts. Some examples are:

- Recruitment in Government Recruitment Service (GRS): Creating, delivering and commissioning high quality services to transform resourcing and talent management in the Civil Service so that we attract and retain high calibre individuals
- Departmental in-house shared services including work on: Joiners (recruits, loans, secondments); leavers (resignations, dismissals, exit schemes); pay systems (in year bonuses, pay reviews); Payroll; and assurance for HR processes.
- Departmental operations supplier management e.g. MyCSP, Shared Services, Occupational Health contracts
- Cabinet Office Pensions team e.g. working with key stakeholders to ensure that the benefits payable to members of both the Civil Service & Royal Mail pension scheme are accurate and timely.

In all of these contexts, and at all levels, you will be expected to focus on continuous improvement and customer service. You will be working in a changing world meaning you will need to constantly strive to improve the service offer. Typically you will work in partnership with internal and external stakeholders to deliver customer focused solutions and processes ensuring the Civil Service is getting the basics right- a top priority for the HR Function.

Why choose a career in HR Operations?

The HR Operations Career 'Offer'

What sort of people are we looking for?

Working in HR Operations is a stimulating and fast-paced environment. There are many interesting opportunities for personal development. You will need to work with other functions, manage internal and external stakeholders and deliver great services for the Civil Service. It is through those that work in HR Operations that great results are produced.

To maintain a high level of service, we invest in our people to drive forward expertise and innovation across all teams. We look for people who can bring their own experience and expertise to the table while supporting and inspiring others. More than anything, we want people who bring energy, motivation and a 'can do' approach.

How we can help you grow and develop?

Depending on the type of role and Level, we'll support you to undertake the relevant CIPD accreditation.

What are the 'take-away' skills we'll help you develop?

Much of the experience, knowledge and skills gained working in HR Operations are transferable to other stretching roles within HR and across other professions too such as Strategic Workforce planning and resourcing, Diversity and inclusion, Commercial and Project Delivery.

CIPD

[HR generalist roles](#) and [HR Resourcing roles](#)

[A day in the life of an HR Officer](#)

[A day in the life of an HR Adviser](#)

[A day in the life of an HR Manager](#)

[A day in the life of a resourcing advisor](#)

HR Operations: Level 1 (AO/EO)

Level 1

Level 1 Administrator/operational role

Overview – At this level your work will typically focus on delivering quality customer service and continuously improving service delivery.

Core activities and outcomes at this level may include:

- CSR: deal with candidates, vacancy holders, third-parties (pre-employment checks); and routinely progress casework
- Pensions: learn the rules governing the different pensions schemes and apply these when assisting customers and stakeholders
- HR Operations: a range of administration and project-based work, including health & safety, workplace adjustments.

Key skills required at this level may include:

- Effective time management of priorities and deadlines
- Attention to detail – ensure accuracy in protecting personal data
- Good communication skills – listen actively, have effective written and verbal communication skills
- Awareness of the wider HR Function – roles, policies and processes
- Research and analysis - gather data and understand information
- Interpreting and presenting data – including highlighting data insights, trends and issues (and potential solutions)
- Excellent stakeholder relationships
- Good project co-ordination and organisational skills
- Good customer service skills.

Key responsibilities at this level can be:

- CSR: support departments to recruit effectively
- Pensions: expert knowledge and application of the rules of the different schemes
- Handling transactional queries
- Protecting personal data – ensuring GDPR compliance in documents
- Undertake research and analysis from source and presenting insight, trends and issues.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

HR Operations: Level 2 (HEO/SEO)

Level 2

Level 2

Team Leader/Pensions Manager

Overview – At this level you will typically be responsible for effective operational delivery or contract management. Areas that you could work in include pensions – managing support teams to delivery quality services or in Civil Service Recruitment (CSR) to ensure good recruitment practices; or within a department on specific areas of work such as payroll.

Core activities and outcomes at this level may include:

- Being a point of escalation for operational issues, e.g. pension issues and working to resolve these by applying appropriate guidance
- Working with a wide range of stakeholders on change implementation projects – influencing and supporting the change.

Key skills required at this level may include:

- Good understanding of pension schemes delivery methodology
- Excellent customer service and stakeholder skills and building good relationships
- Supporting the team, and being a great line manager.

Key responsibilities at this level can be:

- Managing operational teams to ensure delivery of quality services, for example, recruitment campaigns
- Building the capability of the team to deliver high quality customer support
- Ensuring guidance provided by the team is in line with Service Level Agreements
- Escalating issues and problems appropriately
- Ensuring systems and process are effective and challenge and continuously improve service delivery.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

HR Operations: Level 3 (G7/G6)

Level 3

Level 3

Contract/Relationship Manager & Relationship Lead/ Occupational Psychologist

Overview – At this level your role will typically be around leading and developing effective operational delivery policies/procedures, providing support to your teams and giving expert and technical advice to your customers and stakeholders.

Core activities and outcomes at this level may include:

- Conducting analysis for pensions change exercises
- Managing the customer complaints resolutions process
- Working on project and programmes to deliver change
- Representing your department's interest in a broader field
- Providing advice to the department and stakeholders.

Key skills required at this level may include:

- Strong and proven knowledge of pensions legislation (for example)
- Good stakeholder and relationship management
- Ability to flex, change and continuously improve.

Key responsibilities at this level can be:

- Leading, supporting and managing operational teams – often in volatile, uncertain, complex and ambiguous working environments
- Developing and continuously improving procedures and processes to ensure quality customer-focused delivery
- Supporting senior managers and building strong and trusting relationships with key stakeholders, specialists, communities of proactive, external HR markets.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

HR Operations: Level 4 (DD/Director)

Level 4

Level 4

Deputy Director/HR Director

Overview – At this level you will typically provide visible, engaging and supportive leadership.

Core activities and outcomes at this level may include:

- Improving end-to-end efficiency across the supply chain
- Controlling and managing the flow of work and work priorities
- Managing complex stakeholder relationship.

Key skills required at this level may include:

- Ability to deliver transformation and high performance through others, taking people with you
- Great people management and inspirational leadership
- Expertise in Operational Design & Development to bring about transformation and change
- Comprehensive understanding of HR, including strategy workforce planning.

Key responsibilities at this level can be:

- Developing the capacity and capability of the workforce to meet current and future needs
- Driving high levels of customer service against clearly articulated service standards
- Delivering joined up solutions in partnership with other functional leaders
- Driving a culture of continuous improvement at all levels
- Providing inclusive, visible and engaging leadership across the service.

Career Development:

[HR Career Pathways](#)

[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)

[Generic Learning](#)

[Leadership](#)

[HR-Specific Learning](#)

[Job Family-Specific Learning](#)



Civil Service HR

Learning & Talent Development Job Family



Working in Learning & Talent offers a multitude of opportunities, from identifying, sourcing, designing and delivering learning and talent interventions at both a departmental and project-based level. To working with key stakeholders in the business to think creatively, drive continuous improvement and remain at the forefront of best practice. Either directly, or through your support to those responsible for capability development, you will be helping to ensure that the workforce has the required skills to deliver its business objectives both today and in the future. You will also be part of a team who offer creative and innovative learning solutions to help support individuals and the business.

Identifying, nurturing and supporting the growth of Civil Service talent is key to supporting the work of the Civil Service. At the heart of talent, learning and development you will be ensuring and enabling the right people throughout Government have the right skills and at the right time to have the most impact in meeting the future aspirations, goals and objectives of The Civil Service today and into the future.



Why choose a career in Learning & Talent Development?

What is Learning & Talent Development?

What is Learning & Talent Development?

Learning and Talent seeks to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organisation. It should align with business goals and strategic objectives.

Learning & Talent is about using data from workforce/succession and contingency planning tools to understand what talent exists, what talent populations are needed, and to identify individuals who are particularly valuable to an organisation.

Development work look like?

Talent

- Creating definitions of talent for different talent pools
- Creating assessment approaches to identify talent
- Measuring the value of different talent interventions
- Working with partner organisations to devise talent strategies
- Designing succession and contingency frameworks
- Devising diverse approaches to talent
- Creating development interventions for those identified as talent.

Learning

- Carrying out capability assessments
- Designing blended learning solutions
- Using digital tools to create flexible and innovative learning programmes
- Applying adult learning theories
- Designing a range of learning interventions, including technical, behavioural and leadership programmes
- Driving a culture of continuous professional development
- Creating a coaching culture in the organisation
- Monitoring how effectively learning has been transferred to employees.

What does Learning & Talent

Why choose a career in Learning & Talent Development?

The Learning & Talent Development Career 'Offer'

What sort of people are we looking for?

We look for self-motivated individuals who have a passion for learning and developing talent, Individuals who seek innovative solutions and service excellence, using great communications skills with an ability to engage with all partners.

How we can help you grow and develop?

The Learning and Talent job family will recognise and nurture learning and talent development skills with roles and projects within centres of excellence and beyond. Opportunities include, but not limited to playing an integral role in supporting the Civil Service senior talent pipeline. Experience gained within the learning and talent specialism will offer a deep expertise in this discipline, generalist HR skills or stretch into other professional areas such as commercial, project management, digital and analysis.

What are the 'take-away' skills we'll help you develop?

Depending on the type of role and Level, we'll support you to undertake the relevant CIPD accreditation.

Much of the experience, knowledge and skills gained working in Learning and Talent are transferable to other stretching roles within HR and across other professions too such as Strategic Workforce planning and resourcing, Diversity and Inclusion, Commercial and Project Delivery.

CIPD

[Learning and Development roles](#)

[A day in the life of an L&D specialist](#)

[Talent Management roles](#)

Learning & Talent: Level 1 (AO/EO)

Level 1

Level 1

L&D Administrator/Talent Administrator

Overview – At this level you will typically work as part of a team to provide confident and seamless logistical, administrative and business support to L&D, talent and capability functions across the organisation.

Core activities and outcomes at this level may include:

- co-ordinating the delivery of learning and development activities or handling confidential management information relating to learning and talent programmes
- Giving learning and training advice to individuals and managers ensuring fair access of opportunity for all
- Collecting and collating accurate evaluation data on learning interventions.

Key skills required at this level may include:

- Ability to use IT confidently, for example to understand data in spreadsheets or put professional looking documents together
- Project coordination and organisational skill
- Communication and interpersonal skills to deliver key projects - using a variety of communication methods and adapting styles to engage effectively with team members and stakeholders to deliver key projects.

Key responsibilities at this level can be:

- Interpreting information and drafting reports to clearly present data/insight, including highlighting trends and issues (and potential solutions), to senior groups/the business
- Develop and maintain excellent working relationships with team and wider business colleagues
- Involved in co-ordinating the delivery of learning and development activities or handling confidential management information relating to learning and talent programmes.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Learning & Talent: Level 2 (HEO/SEO)

Level 2

Level 2

L&D Consultant/Talent Manager

Overview – At this you will typically be involved in needs analysis, design, delivery and/or evaluation of learning and talent interventions.

Core activities and outcomes at this level may include:

- Recommending suitable learning options to meet individual and team requirements
- Managing learning and talent development projects, including procurement and development of new interventions, to deliver to time and quality
- Supporting managers to understand and articulate the learning needs of their employees.

Key skills required at this level may include:

- Communicating with impact and an ability to influence and consult with, key stakeholders, building confidence at all levels that you are reliable in learning delivery
- Interpreting data to create and present evidence based insight. Evaluating the effectiveness of interventions and providing recommendations
- Emerging strategic awareness of learning trends and external best practice.

Key responsibilities at this level can be:

- Lead on a portfolio of learning products across a specific curriculum area, drawing on deep subject knowledge or a specialist skill set
- Manage delivery or support team and supplier or a range of L&D projects would typically be part of your role, as well as providing learning support and advice to an area of the business
- Working with analysts and other colleagues to use data effectively to understand and highlight risks to customers, and add value to the organisation
- Delivering and facilitate learning events and workshops to meet business needs and priorities.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Learning & Talent: Level 3 (G7/G6)

Level 3

Level 3

L&D Consultant/Talent Partner

Overview – for example: At this level you will work within Learning & Talent Development professional you will typically lead a significant portfolio of learning products and projects.

Core activities and outcomes at this level may include:

- Working with high potential leaders to understand and support their development
- Gathering and using insights about trends and developments in learning and talent development from the external marketplace
- Facilitating internal learning events and workshops to meet business needs and priorities
- Programme managing the delivery of multi-stranded learning and talent development projects and initiatives.

Key skills required at this level may include:

- Strategic thinking where you can feed workforce and business needs into learning and talent development strategy, translating strategies into solutions
- Good consultancy skills and ability to partner with the business to understand and articulate customer needs. Leadership and Management skills – management of L&D teams.

Key responsibilities at this level can be:

- Provide partnering support, challenge and best practice learning advice to those responsible for capability development within the business and manage the continuous improvement of these interventions
- Operate at a strategic level as a trusted advisor, providing an objective view and challenge, articulating business needs
- Act as a highly skilled facilitator or coach, or as a deep topic specialist, employing a range of advanced tools and techniques to support capability development
- Driving change through digital technology - implementing and working with leading-edge technology and HR systems to transform ways of working and deliver efficiencies and value for money.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Level 4 Deputy Director/Director

Overview – At this level 4 within the Learning & Talent Development job family will typically include developing and driving capability strategy, leading the L&D function across the Civil Service, and being accountable for major cross-cutting learning and talent programmes.

Core activities and outcomes at this level may include:

- Using knowledge of organisational strategy and operating plans to anticipate evolving and future capability and talent requirements and identify key organisational risks
- Collaborating internally and externally to lead design of critical learning interventions
- Leading the design of a development infrastructure, including career paths and capability frameworks.

Key skills required at this level may include:

- Delivers transformation and performance with, and through, colleagues, demonstrating inspirational leadership, people management skills, and OD&D expertise
- Coach and challenge leaders within an organisation, naming and working with both team and system dysfunction.

Key responsibilities at this level can be:

- Work with other senior HR and business leaders to shape organisational capability-building to support current and future business priorities, championing the role of learning within organisational change
- Support leadership development as an expert facilitator or executive coach. HR/L&D Directors will typically operate at the highest level across organisations, with broader and more complex accountabilities.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Organisational Design & Development (OD&D) Job Families

“ Working in OD&D in the Civil Service means every day you make things better for people across the UK and beyond. Whether it’s leaders and managers, or front-line workers and the citizens they serve. OD&D practitioners support others to embrace changes and change their thinking as well as their processes and organisations. Career-wise, our practitioners say the cross-Civil Service OD&D network is ‘second to none’ – you will never feel alone - there is always advice, help and peer coaching. There is great opportunities for skills and career development too.

”

Why choose a career in OD&D?

What is OD&D?

What is Organisational Design & Development?

OD&D practitioners help organisations to understand the 'current state' and work towards an imagined or desired 'future state', identifying issues and opportunities, and effectively supporting and facilitating people, teams and organisations through change.

What does Organisational Design & Development work look like?

Working as OD&D consultants, we use a systemic approach and application of behavioural science to help organisations and their people thrive. In our work we consider both the design elements of an organisation – structures, frameworks, systems, policies and metrics – and the development ones – its culture, capability, values, behaviours, and relationships. We work across departments, often with the entire CS system and the top tiers of decision-makers.

OD&D roles start at Level 2. This is because of the complexity and very often, the scale of the work. This should not deter people wanting to make a career in OD&D.

Key skills

Leading transformation and change - successfully leading delivery of people focused transformational change programmes, managing significant and successful cultural change through the use of organisational development, design and behavioural insight techniques, all on time and to budget, in a complex environment.

Why choose a career in OD&D?

The OD&D Career 'Offer'

What sort of people are we looking for?

Open-minded, willing to learn - including about oneself, from diverse backgrounds (not just HR), diverse and systemic thinker, willing to challenge, ethical, inclusive, curious about people, wants to work well with others, able to work with complexity.

How we can help you grow and develop?

We offer a vast range of ways for you to develop: Accredited courses, free master classes and conferences, mentoring, shadowing, webinars, professional practice supervision, community of practice through KnowledgeHub, fortnightly newsletter and targeted networks such as Internal Associate scheme for experienced practitioners, Heads of OD Teams network and Leaders of Design.

What are the 'take-away' skills we'll help you develop?

Making change happen, inquiry, critical thinking, transforming culture, curiosity, self-awareness and maturity, facilitation, group process understanding, organisation design, systems thinking, holistic approach, leadership, managing groups, handling conflict, dialogue skills, handling complexity and ambiguity, working emergently.

CIPD

[OD&D roles](#)

[A day in the life of an OD&D specialist](#)

OD&D: Level 2 (HEO/SEO)

Level 2

Level 2 Assistant Change Consultant

Overview – At this level you will work with others to identify areas for improvement and contribute to organisation development and design initiatives / programmes within the organisations and at an individual level. Some OD&D teams in the Civil Service include development roles which help facilitate the work of more experienced OD&D practitioners.

Core activities –

Core **Organisation Design** activities at this level may include:

- Delivering small Organisation Design projects
- Analysing data about people, cost and skills
- Developing capability maps
- Engaging with key stakeholders.

Core **Organisation Development** activities at this level may include:

- Conducting client interviews / conversations
- Designing and facilitating workshops
- Delivering capability interventions.

Key skills required at this level may include:

- Understanding of organisation design approaches, methods and tools
- Using data and evidence to make decisions and influence
- Communication and interpersonal skills to deliver key projects
- Systems thinking and critical thinking capabilities.

Key responsibilities at this level can be:

- Engaging with clients in the business to look at systems and processes and improving overall efficiencies
- Interpreting data to create and present evidence based insight
- Evaluating the effectiveness of interventions and providing recommendations
- Successfully delivering people focused change initiatives in a complex environment.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

OD&D: Level 3 (G7/G6)

Level 3

Level 3 Change Consultant/Internal OD Consultant

Overview – At this level your work will typically involve a mix of ‘doing OD&D’ (designing and delivering OD&D interventions) and ‘leading OD&D’ (being accountable for the delivery of inputs from other practitioners). This will mean operating at various levels within the organisation as part of your OD&D practice.

Core activities –

Core activities **Organisation Design** activities at this level may include:

- Using analytics and benchmarks to help inform Organisation Design work
- Developing business strategies, business models and high level design principles.

Core **Organisation Development** activities at this level may include:

- Providing expert business consulting
- Scoping business and people change requirements and using change models in a practical way
- Applying knowledge of system theory.

Key skills required at this level may include:

- Project / Programme Management including the ability to scope, design and implement large / complex OD&D work, in partnership with the client
- Communication and the ability to engage effectively with clients and delivery partners at varying levels of seniority.

Key responsibilities at this level can be:

- Using evidence and customer insight to identify strategic OD&D priorities and shape effective interventions, highlighting risks to customers and adding value to the organisation
- Enhancing the capability of a workforce, taking into consideration the needs of different groups, to raise standards and drive delivery
- Leading delivery of people focused transformational change management programmes.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Level 4

Deputy Director/Strategic Consultant/Director

Overview – At this level, there is considerable variation between the types of OD&D roles available and the areas of the Civil Service you could be working in. As such, there is significant scope to build and develop your practice. For example, the development of an OD&D strategy at departmental level will be different to developing a cross-departmental strategy.

Core activities and outcomes at this level may include:

- Developing an appropriate strategy and business model for Organisation Design and/or Organisation Development
- Managing and leading on the delivery of OD&D services and interventions.

Key skills required at this level may include:

- Build a strong operational understanding of the organisation, as well as the broader sector in which it operates
- Delivers transformation and performance with, and through, colleagues, demonstrating inspirational leadership, people management skills, and OD&D expertise.

Key responsibilities at this level can be:

- Using data and evidence to make decisions and influence
- Using data to effectively drive recommendations, understand and highlight risks to customers, and add value to the business
- Delivering transformation and performance with, and through, colleagues, demonstrating inspirational leadership, people management skills, and OD&D expertise
- Expert understanding of either (or both) Organisation Design or Organisation Development approaches, methods and tools (Expert).

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Civil Service HR

Policy & Employee Relations Job Family

“ It’s a really exciting time to be involved with Policy, and Employee Relations with some compelling pieces of work that support the reform agenda! This includes making the Civil Service more responsive and dealing with vast and emerging challenges.

Policy, and Employee Relations help us to build the employee offer and the framework that is needed to deliver a modern Civil Service. You will also be able to develop your own skills in many areas such as analytical thinking, partnership working, stakeholder engagement and project management. ”

Why choose a career in Policy & Employee Relations?

What is Policy & Employee Relations?

What is Policy & Employee Relations (P&ER)?

HR Policy roles involve developing people policies that align with an organisation's overall strategy. People in this Job Family need to follow the full policy cycle from collection of evidence, design, and implementation.

The roles involve engaging stakeholders as part of development and to ensure the people policies continue to support the organisation as their needs change overtime. Policy roles also involve research and analysis as well as building and maintaining relationships across the Civil Service, employee forums and networks.

Employee Relations (ER) is about the relationship between the employer and the employee. ER covers Trade Union (TU) engagement and areas of employee engagement such as employee forums and networks.

ER in the Civil Service operates differently in different departments. Collective bargaining for pay and for specific Terms and Conditions is done in departments. This provides lots of exciting roles and opportunities within the Job Family.

What does P&ER work look like?

HR Policy and/or ER roles across the Civil Service offer challenging, varied and rewarding opportunities. Examples include contributing to wider departmental and Civil Service strategy development, on workforce issues and HR priorities.

Work can include:

- Developing and advising on employee policy areas such as Parental Leave
- Building relationships with trade unions, to carry out effective engagement
- Building relationships across the Civil Service eg participation in cross-government networks
- Developing Policy and ER strategy to support meeting Civil Service HR priorities
- Networking and building capability across wider ER, Policy and HR communities.

More information on ER profession can be found in the CIPD Professional map:
[CIPD professional map: Employee Relations & CIPD ER roles and case study](#)
[CIPD professional map: People Practice](#)

Key skills

HR Policy and ER professionals will come from a range of backgrounds. Key skills include:

- **Technical knowledge of HR and/or ER policy** - a solid level of understanding as to how Policy and ER works in your department as well as other Civil Service departments
- **Strategic awareness of internal and external Policy & ER trends**
- **Stakeholder engagement** - engaging with key stakeholders including Departmental Trade Union Side (DTUS), and other departments, in building and maintaining relationships
- **Research, analytical and drafting skills** - interpreting information and drafting reports to clearly present data/insight, including highlighting trends and issues (and potential solutions), to senior groups/the business
- **Good project management skills** - effectively manage multi-strand projects and cross government projects
- **Communication and Influencing.**

Why choose a career in Policy & Employee Relations?

The Policy & Employee Relations Career 'Offer'

What sort of people are we looking for?

We look for individuals who want to build a breadth of HR knowledge and technical expertise.

How we can help you grow and develop?

A career in HR Policy and/or Employee Relations offers challenging, varied, and rewarding opportunities.

The roles in HR Policy and ER covers a range of areas, from developing and advising on employee policy areas, to building relationships with Trade Unions in order to carry out effective engagement.

There will be the opportunity to demonstrate strong working together, and communicating and influencing behaviours, including establishing relationships with a range of stakeholders, for example through participation in cross-government networks.

You will also have the opportunity to contribute to wider departmental and Civil Service strategy development, on workforce issues and HR priorities.

Roles may provide you with the opportunity to take up membership and professional qualifications via the CIPD.

What are the 'take-away' skills we'll help you develop?

A career in HR Policy and Employee Relations offers challenging, varied, and rewarding opportunities. We expect the skills and experience gained through the policy and ER roles will equip you to undertake stretching roles across the HR profession.

CIPD

[Employee relations roles](#)

[A day in the life of an employee relations specialist](#)

Policy & Employee Relations: Level 1 (AO/EO)

Level 1

Level 1 Support/Administrator

Overview – At this level you will typically work as part of a small team to support project management, and research. You'll be handling highly sensitive and confidential information and will need to ensure information is handled with complete integrity and is also GDPR compliant.

Core activities and outcomes at this level may include:

- Conduct research and analysing report findings
- Liaising with stakeholders to help deliver work priorities
- Handling stakeholder queries and ensuring response within Service Level Agreement
- Drafting documents needed for research and benchmarking activities
- Project Management of various activities.

Key skills required at this level may include:

- Able to understand and apply relevant ER/ Trade Union legislation as well as other legislations influencing HR policies
- Good time management – able to meet priorities and deadlines
- Good written and verbal skills
- Ability to keep data accurate and pay attention to detail, especially important when it comes to protecting people's personal data
- Good project co-ordination and organisational skills
- Able to build excellent working relationships with stakeholders.

Key responsibilities at this level can be:

- Managing the inbox and responding effectively
- Co-ordination of Policy and Employee Relations project plans, management reports to inform business planning
- Maintaining awareness of any Policy or ER issues and developments as well as TU/ management positions. Through undertaking horizon scanning activities
- Understanding relevant ER/TU legislation as well as other legislations influencing HR policies.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Policy & Employee Relations: Level 2 (HEO/SEO)

Level 2

Level 2 Consultant/Senior Consultant

Overview – At this level you will be providing expertise and support to senior managers and stakeholders in their departments. For example, exploring options on ER handling on business issues, or to advise on best practice procedures. You will lead on specific projects and work areas, have strong interpersonal skills ensuring delivery of key outcomes and milestones.

Core activities and outcomes at this level may include:

- Providing a bespoke consultancy service – helping departments to problem-solve
- Handling in-depth and more complex queries
- Analysing and interpreting research data to inform Policy and ER strategy/approach
- Advising and supporting senior leaders and internal and external stakeholders.

Key skills required at this level may include:

- Solid knowledge of HR policies and Employee Relations
- Enhanced research, analytical and drafting skills – drawing strategic conclusions to draft papers
- Have strong interpersonal, consultation and managerial skills
- Communicating with impact – an ability to influence and shape decision-making
- Good project management skills.

Key responsibilities at this level can be:

- Delivering Policy and Employee Relations interventions and strategies
- Leading on Policy and Employee Relations areas
- Taking a strategic approach – ensuring emerging trends/data are considered in all aspects of Policy and Employee Relations
- Attending and participating in stakeholder meetings assisting Policy and ER leads with stakeholder engagement, leading where necessary
- Liaising with contacts in Cabinet Office and other Senior Directors and Partners on discrete areas.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Policy & Employee Relations: Level 3 (G6/G7)

Level 3

Level 3 ER & Policy Lead

Overview – At this level you will typically be briefing senior leaders on wider Policy and Employee Relations matters within a Civil Service context. You'll have an intuitive and broad awareness of wider HR Policy and Employee Relations matters within the Civil Service and externally, and provide consultancy and deliver to meet customer needs.

Core activities and outcomes at this level may include:

- Using expertise in Policy and Employee Relations to inform and influence senior leadership groups across government
- Leading and chairing stakeholder engagement meetings, workshops and conversations
- Strategically analysing and evaluating information to make effective decisions or recommendations
- Managing risks.

Key skills required at this level may include:

- A high degree of skill and/or deep specialist/strategic knowledge of Policy and Employee Relations
- Confidently interact with, and brief senior stakeholders
- Strong influencing and negotiation skills
- Expert consultancy skills
- Experienced change manager, with excellent project management skills.

Key responsibilities at this level can be:

- Setting the direction of Policy and Employee Relations strategies to reflect legislation working in partnership with departmental directors, Cabinet Office and other senior partners as appropriate
- Using Policy and ER knowledge to influence and inform Senior Leadership Groups across government.

- Building flexible and integrated Policy and Employee Relations strategies/plans to support departmental strategy
- Effective performance management and development across the function
- Influencing change by challenging assumptions
- Networking and building capability across the wider Policy and Employee Relations and HR communities.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Policy & Employee Relations: Level 4 (DD/Director)

Level 4

Level 4 Deputy Director/Director

Overview – At this level you are typically a senior generalist with HR Policy and Employee Relations responsibilities. As an HR Director of Deputy Director, you are accountable for strategic leadership and are acting in cross government networks and board. You will be part of the business leadership team – providing expert partnering.

Core activities and outcomes at this level may include:

- Leading Policy and Employee Relations discussions at cross-government and Ministerial level
- Acting as a key communicator with Director Generals, Cabinet Office, Civil Service Boards and Senior Leadership groups
- Coaches and challenges leaders – driving better outcomes
- Risk management.

Key skills required at this level may include:

- Broad breadth of HR knowledge
- Skilled at transformation change delivered through others
- Is resilient and can work in a high-pressured senior leadership role.

Key responsibilities at this level can be:

- Acting as a champion for Policy and Employee Relations at cross-government ministerial level
- Ensuring effective and customer-focused delivery of key organisational Civil Service-wide Employee Relations and Policy strategies, developmental and implementation plans
- Building an inclusive, high performing and professional HR team
- Ensuring effective performance across teams.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Reward Job Family

“ It is an exciting time to be involved in the Reward function! What we do touches every employee in the organisation ensuring they feel valued and recognised for their contribution. Reward offers you opportunities to get involved in a number of areas and disciplines which enable you to develop your own skills. It is not just about analytical and data driven projects, which are important, but also thinking creatively about our employee offer in the broadest sense, researching new ideas and making the case for change. To do this you will develop great communication and stakeholder engagement skills and respond with agility and professionalism to business. ”

Why choose a career in Reward?

What is Reward?

What is reward?

Reward is about ensuring people's skills, behaviors and contributions are rewarded and recognised effectively. This recognition must be achieved in a fair, market-aware and cost-effective way that is also in line with the organisation's strategy.

What does pay and reward work look like?

Pay and reward across the Civil Service is hugely varied and allows you to work in an area that impacts all employees. Pay & Reward underpins our attraction, recruitment and retention strategies. Reward is also central to performance management.

Work can include:

- Designing, modelling and implementing pay and reward strategies
- Engaging with senior stakeholders and briefing ministers
- Engaging and negotiating with Trade Unions
- Managing the annual pay award process for departments
- Designing incentive and recognition schemes
- Managing and developing employee benefits and the Employee Value Proposition
- Developing pay and reward policies.

For more information about specialist reward roles, and 'day in the life of' stories:

- [Pay and Reward in the Civil Service](#)
- [CIPD Reward Role Examples](#)

Pay and reward has links to most other job families in HR so networking and collaboration are key skills for a Reward professional. Numerical acumen is vital attribute you will use across most Reward work areas. You will also develop technical knowledge of legal and regulatory requirements and work with other job families such as finance and legal. Effective communication skills are needed to for implementing Reward strategy and incentives to both employees and line managers. Creative thinking is also needed for designing a coherent employee value proposition approach.

Many of these skills are transferable from other HR Job Families, and from other professions.

Why choose a career in Reward?

The Reward Career 'Offer'

What sort of people are we looking for?

Reward professionals come from a range of backgrounds and will be analytical, as well as strong communicators. We look for creative individuals able to develop innovative pay and reward solutions. We value breadth of HR capability and strategic skills.

How we can help you grow and develop?

Reward is a skill set that is highly valued and very marketable - both within the Civil Service and beyond. The reward job family offers interesting and challenging opportunities at the centre of the HR Profession. Working in Reward in the Civil Service will give you a great breadth of experience. There are excellent networking opportunities across HR and also with job families such as finance and legal, and you will work alongside Cabinet Office and HM Treasury.

We offer 'Introduction to Reward' workshops and other types of learning.

What are the 'take-away' skills we'll help you develop?

Depending on the type of role and Level, we'll support you to undertake the relevant CIPD accreditation.

Much of the experience, knowledge and skills gained working in Reward are transferable to other stretching roles within HR and across other professions too such as Project Delivery and Finance. Some of the skill you are likely to develop in Reward include:

- Stakeholder engagement
- Communication
- Creativity
- Experience of designing strategy aligned to the organisation's broader goals
- Analytical and numerical acumen
- Broader understanding of how HR functions fit together.

CIPD

[Reward roles](#)

[A day in the life of a Reward Officer](#)

[A day in the life of a Reward Analyst](#)

[A day in the life of a Reward Specialist](#)

Reward: Level 1 (AO/EO)

Level 1

Level 1

Analyst / Practitioner - Analytical and administrative support to the reward function, often those new to reward.

Overview – At this level you are typically developing your expertise in Reward by understanding your organisation’s Reward approach, increasing knowledge of links between reward and performance in your organisation and reward legislation relevant to your work.

Core activities and outcomes at this level may include:

- Collecting, analysing and reporting data relating to P&R
- Dealing with customer and stakeholder queries on P&R
- Supporting senior managers with project work
- Supporting implementation of pay awards
- Supporting employee benefits schemes
- Operating pay models and pay calculations.

Key skills required at this level may include:

- Effective time management of priorities and deadlines
- Attention to detail – ensure accuracy and protection of sensitive data
- High level of numerical reasoning
- Advanced excel skills
- Good communication skills – listen actively, have effective written and verbal communication skills
- Awareness of the wider HR Function – roles, policies and processes
- Research and analysis - gather data and understand information
- Interpreting and presenting data – including highlighting data insights, trends and issues (and potential solutions)
- Good interpersonal skills for stakeholder relationships
- Good organisational skills
- Good customer service skills.

Key responsibilities at this level can be:

- Competently handling transactional reward queries
- Awareness of Trade Union positions with regards to P&R issues
- Consistently protecting sensitive data – ensuring GDPR compliance
- Undertake research and analysis from source and present insight, trends and issues
- Understand legislative changes and their impact
- Understanding of the Employee Value Proposition and what is available in the organisation.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Reward: Level 2 (HEO/SEO)

Level 2

Level 2 Senior Analyst/ Senior Practitioner

Overview – At this level you are typically using your professional expertise to deliver P&R solutions for your department in line with the broader strategy. You'll work with and influence immediate colleagues and customers, though your work will create short-term value for a wider audience.

Core activities and outcomes at this level may include:

- Delivering P&R solutions in line with the Reward strategy to help colleagues deliver departmental objectives
- Supporting the implementation of annual pay awards and legislation impacting pay and reward
- Handling pay and reward case work
- Analysing and interpreting data, including labour market trends
- Conducting salary benchmarking research
- Supporting senior managers to deliver reward objectives

- Promoting the EVP to managers and employees
- Targeting pay awards aligned with departmental goals
- Reviewing cases for allowances and/or higher starting pay
- Developing, impacting and delivering pay policy.

Key skills required at this level may include:

- Expertise in Reward, and understanding of wider HR functions
- The ability to communicate with and influence stakeholders, including strong drafting skills
- Good project management skills – managing multi-stranded projects
- Strong analytical, numerical and problem solving skills
- The ability to prioritise and manage own and team's workload.

Key responsibilities at this level can be:

- Assisting team lead in Trade Union meetings
- Building relationships and maintain good stakeholder management
- Preparing reports based on data analysis and insight
- Project work – being part of a project team and/or leading a strand of project work
- Strong technical knowledge of Reward and ability to translate theory into practice effectively.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Reward: Level 3 (G6/G7)

Level 3

Level 3 Expert Lead/Head of Reward

Overview – At this level you are typically using your professional expertise to work with and influence a range of stakeholders and deliver medium to long-term value for organisations and the people in them. Your work is likely to be operational in nature, with a strategic overview.

Core activities and outcomes at this level may include:

- Designing and building flexible and integrated reward strategies
- Influencing senior stakeholders across government
- Producing reward briefings and papers, including narrative and alignment with organisational strategy for senior stakeholders
- Driving and leading delivery of annual pay awards
- Providing innovative solutions that support organisational performance objectives

- Ensuring timely compliance on reporting requirements to Cabinet Office and HM Treasury.

Key skills required at this level may include:

- Confidence and depth of HR knowledge to brief/negotiate with senior leaders
- Strong analytical and numerical skills: ability to strategically analyse and evaluate data
- Excellent project management skills to deliver strategic objectives working collaboratively and using customer insight
- Ability to problem solve and make strong evidence based decisions.

Key responsibilities at this level can be:

- Leading and embedding an inclusive, diverse culture of positive and supportive teams, nurturing talent and equality of opportunity for all
- Development and implementation of practical and realistic organisational reward strategies

- Shaping strategy to reflect legislative framework and future changes
- Advising, influencing and promoting the adoption of pay and reward policies
- Leading engagement and negotiation with Trade Unions
- Maintaining the quality of data analysis to inform decision-making
- Political, contextual and government understanding.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Reward: Level 4 (DD/Director)

Level 4

Level 4

Deputy Director / Reward Director/ HR Director

Overview – At this level you are typically shifting collective mindsets to have greater value placed on people. You'll be using your professional expertise to deliver long-term value for the profession. You work with a wide range of stakeholders to change and shape the way departments think about their people, enhancing the collective wellbeing and success of the department and its people.

Core activities and outcomes at this level may include:

- Creating a clear reward strategy as part of the people strategy linked and informed by departmental strategy
- Driving a reward strategy that supports key departmental objectives
- Building and leading a diverse, inclusive, high performing and professional HR team
- Championing Reward to the wider HR community and organisation

- Drawing insights and intelligence about the external reward environment, including competitor award.

Key skills required at this level may include:

- A comprehensive understanding of reward
- The ability to lead change management and set direction
- Strong decision maker: makes decisions based on a range of data that includes cross-referencing data sources
- Strong communication skills: the ability to influence, negotiate and consult effectively at the highest level of government.

Key responsibilities at this level can be:

- Creating and embedding an inclusive, diverse working environment, promoting openness, approachability and sensitivity
- Communicating and driving legislative change
- Leading the delivery of key organisation-wide pay and reward strategy and plans

- Leading Trade Union conversations on a cross-government and ministerial level
- Being the key communicator with HM Treasury/Cabinet Office Director Generals
- Commercial acumen
- In-depth understanding of political, economic, social and environmental impact at both national and international levels.

CIPD qualification to [Chartered Member](#) or [Chartered Fellow](#) is expected at this level.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Civil Service HR

Strategic Workforce Planning (SWP) Job Family

“ Working in Strategic Workforce Planning provides a unique perspective across the HR profession. As a Job Family Strategic Workforce Planning provides the thought leadership and frameworks necessary to make a real difference at an organisational level. At its heart it is about planning for the future, working across the HR profession and wider organisational planning communities to deliver transformational change. If you're excited by the future and the challenges it poses then Strategic Workforce Planning is a great place to be.

”

Why choose a career in Strategic Workforce Planning (SWP)?

What is Strategic Workforce Planning?

What is Strategic Workforce Planning (SWP)?

Strategic Workforce Planning teams ensure departments have the right resources, capability and talent in the right place at the right time to deliver an organisations short, medium and long term priorities.

What does Strategic Workforce Planning (SWP) work look like?

The key work of professionals in Strategic Workforce Planning is to

- Identify the future requirements of the workforce based on wider business planning agenda. This is done in partnership with the business to identify any gaps in the size, shape, skills and capabilities needed to deliver future business goals. Then
- Develop actions in addressing those identified gaps using recruitment, talent development, capability building and wider strategic people interventions to transform the workforce.

Key skills

The key skills used in Strategic Workforce Planning vary across the levels but are focused around building strong working relationships with stakeholders and working with data. Due to the nature of how Strategic Workforce Planning is often undertaken, consultancy skills and contracting with stakeholders is also key.

Why choose a career in Strategic Workforce Planning (SWP)?

The Strategic Workforce Planning Career 'Offer'

What sort of people are we looking for?

The Strategic Workforce Planning family are looking for people excited by the potential of future change and transformation. Individuals will be excited by the field of study around the 'future of work' and recognising the opportunity to challenge and change traditional assumptions about the way things are done.

How we can help you grow and develop?

The nature of Strategic Workforce Planning means that it offers a very wide range of opportunities for individuals to grow and develop. As a Job Family it touches across the entire strategic people agenda and those in this Job Family can expect to develop strong understandings of all the key elements of the HR function, as well as important wider business acumen and financial understanding.

What are the 'take-away' skills we'll help you develop?

Strategic Workforce Planning offers a number of take-away skills including, consultancy, widespread HR understanding, financial awareness, project management and change & transformational skills. The wider links to business planning also means extensive opportunities to build skills and capabilities in wider planning.

Strategic Workforce Planning: Level 1 (AO/EO)

Level 1

Level 1

Resourcing Administrator/Workforce Planning Administrator

Overview – At this level, you will typically manage all administrative activity associated with workforce planning.

This should include processing a variety of people data and responding to day to day queries from stakeholders across both HR and the business.

Core activities and outcomes at this level may include:

- Providing guidance and support to workforce planning processes
- Basic data administration and management
- Supporting team activities and contributing to wider continuous Improvement.

Key skills required at this level may include:

- Confident with data manipulation
- Good stakeholder management skills
- Proactive process management and organisation skills.

Key responsibilities at this level can be:

- Providing advice, guidance and administrative support to workforce planning processes
- Collecting and collating data to inform workforce planning decision making
- Supporting team activities to provide a seamless service to key stakeholders
- Build and maintain strong working level relationships with relevant wider colleagues.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Strategic Workforce Planning: Level 2 (HEO/SEO)

Level 2

Level 2 Resourcing/Talent/Workforce Planning Manager

Overview – At this level, you will typically provide direct support to the business to understand their future workforce requirements. You will be able to use existing processes to identify key workforce trends as well as identifying opportunities to improve necessary procedures.

Core activities and outcomes at this level may include:

- Developing workforce planning processes
- Engaging with and constructively challenging a range of managers and leaders
- Offering insight driven solutions which enable the business to deliver against its wider objectives.

Key skills required at this level may include:

- Developing expertise in workforce planning and the Consultancy Cycle
- Communicating with impact and an ability to influence, and consult with, key stakeholders
- Good project management skills to effectively manage multi-strand projects and cross government projects.

Key responsibilities at this level can be:

- Working with HR Business Partners to gather insight on current and future demand for resource and capability
- Working with HR Business Partners to gather workforce planning insights
- Working with managers to use succession planning data for filling key positions
- Ensuring internal workforce planning practices and guidance are up to date and upskilling colleagues where necessary.

Possible accreditation levels:

- CIPD Associate Membership/Level 3 Certificate in HR Practice or Level 5
- Intermediate in HR Management
- S/NVQ Level 4 – Business Administration
- HR Apprenticeship.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Strategic Workforce Planning: Level 3 (G6/G7)

Level 3

Level 3

Head of Strategic Workforce Planning

Overview – At this level, you will typically work with senior stakeholders to identify capability and capacity of the future workforce in order to deliver transformational change and key objectives.

Core activities and outcomes at this level may include:

- Building collaborative relationships with key stakeholders in departments or businesses to develop strategic workforce plans up to the future
- Owning and delivery of the workforce planning process/cycle
- Providing thought leadership on future workforce challenges, including future proofing existing activity against the ‘future of work’ agenda.

Key skills required at this level may include:

- Substantial workforce planning expertise and fundamental knowledge of finance
- Strong business partnering and consultancy skills, with the ability to understand wider business objections and stakeholder needs
- Ability to understand wider trends in the future of work both across the Civil Service and beyond
- Excellent project management skills to manage, high profile, large scale projects.

Key responsibilities at this level can be:

- Leading and coordinating regular workforce planning activities
- Regular reporting of current and future workforce positions to senior boards
- Ownership of the strategic workforce narrative across the department, including wider HR transformation
- Ownership of the relationship with the wider business planning community including finance, estates, digital and commercial etc.

Career Development:

[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)

Strategic Workforce Planning: Level 4 (DD/Director)

Level 4

Level 4 Deputy Director /HR Director

Overview – At this level, you will typically provide expert advice to leaders on how to understand key workforce risks which may impact on delivery of business objectives. You will shape the workforce strategy to address capability gaps through innovative interventions and risk mitigations.

Core activities and outcomes at this level may include:

- Builds an inclusive, high performing and professional HR team
- Influence and challenge senior leaders to ensure they understand and fully engage with workforce planning activities and processes
- Translates the organisational plan into a clear and understandable people plan.

Key skills required at this level may include:

- Expert knowledge and a strong understanding of the future of work
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader
- Delivers transformation and performance with, and through, colleagues, demonstrating inspirational leadership.

Key responsibilities at this level can be:

- Build relationships across their organisation, with finance, strategy digital and commercial partners to develop an effective strategic workforce planning framework aligned to wider business planning processes
- Ensure workforce strategy is aligned to business strategy and addresses key workforce risks that could hamper delivery of business outcomes
- Work with senior leaders to develop an integrated succession planning, performance management and talent strategy, schemes and governance.

Career Development:


[HR Career Pathways](#)
[Career Development Plan](#)

About the HR Career Pathways:

[Step-up/Step-Sideways](#)
[Generic Learning](#)
[Leadership](#)
[HR-Specific Learning](#)
[Job Family-Specific Learning](#)



Case Studies

Level	Click on the names below to read the inspiring career journeys of people working in HR in the Civil Service
Level 1 (AO/EO)	
Level 2 (HEO/SEO)	
Level 3 (G6/G7)	
Level 4 (DD/Director)	

Level 1 (AO/EO)

Daisy

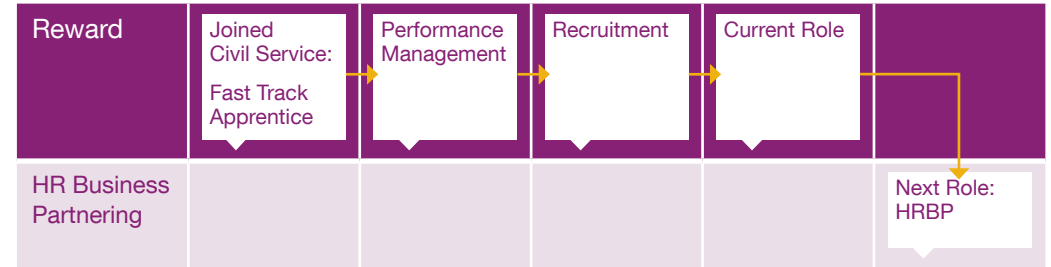
HR Expert Services Assistant, Cabinet Office

“I entered the Civil Service as a Fast Track Apprentice and have spent the last 2 years building and developing my knowledge and HR skills. I confidently answer pay queries after having had no previous experience within the reward area.”

I am work within the Pay and Reward team in Cabinet Office HR.
I deal with:

- Day to day transactional queries on our pay and reward policy and procedures
- I also support senior managers with the implementation and delivery of reward projects.

Daisy's career path:



Top tip

“...using the broad experience and support available to me to move into an assistant HR Business Partnering role.”

Greatest challenge

“...Before working with Pay and Reward, I had experience in other HR disciplines such as Performance Management and Recruitment. This has allowed me to gain a real understanding of some of the key HR processes and issues. I have greatly enjoyed the challenge!”

Level 1 (AO/EO)

Khumbulani

Learning Delivery Officer,
Department for Work and Pensions (DWP)

My career path has been wide and varied spanning from Marketing through health care, IT, Telecoms to education. I have worked in both the private sector and the public sector in the UK and abroad. I joined the DWP in 2017 and within a few months became a Learning Delivery Officer after working as a Universal Credit case developer.

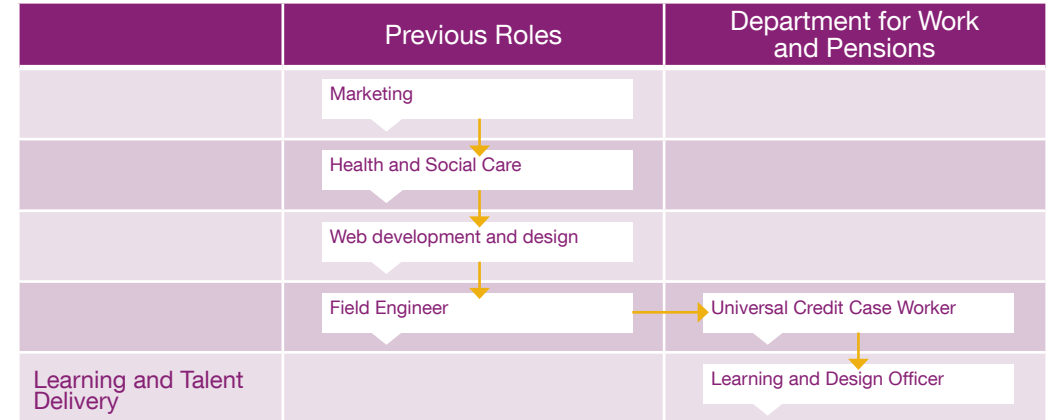
My day to day responsibilities include delivery of learning which has recently transformed to virtual delivery. This includes delivering the digital confidence courses as well as the operational courses to ensure that our staff are capable of delivering a high quality service delivery to our customers. I also work collaboratively with the planning team as well as the design teams to ensure that the products that are delivered are fit for purpose.

What really gets me out of bed is knowing that I am making a difference. When I deliver learning it enables our staff to do their job to the best of their ability which enables the department to deliver excellent customer service to the department.

Skills I have used in my role:

- Communicating with power and ability to influence
- Deliver learning using a variety of tools
- Customer relations
- Decision making
- Organisational skills
- Collaborative working

Khumbulani's career path:



Top tip

“My grandfather said “Determination is the mother of all success”. This is what has driven me to get to where I am today. In order to achieve my goals, I have had to make sure that I am determined to do that otherwise it will be a waste of my time. So what I would share with you is: “always be you, pursue your own goals do not be caught in the trap of trying to live someone else’s dream. Find out what you are passionate about and follow that passion then you will enjoy what you do!”

Greatest challenge

“Covid-19 meant we have had to learn to deliver training virtually. It has been a challenge adjusting to online platforms whilst still giving each learner excellent content.”

Level 1 (AO/EO)

Support Officer

HRBP team

Department for Work and Pensions (DWP)

I moved into Human Resources by accident as the redeployment team I was working in moved into HR as part of a wider reorganisation of the department. I was excited about this move as it opened up greater opportunities for me and when the work of the Redeployment Unit was complete I applied for a Support Officer role working directly to the HR Director and the Senior Leadership Team.

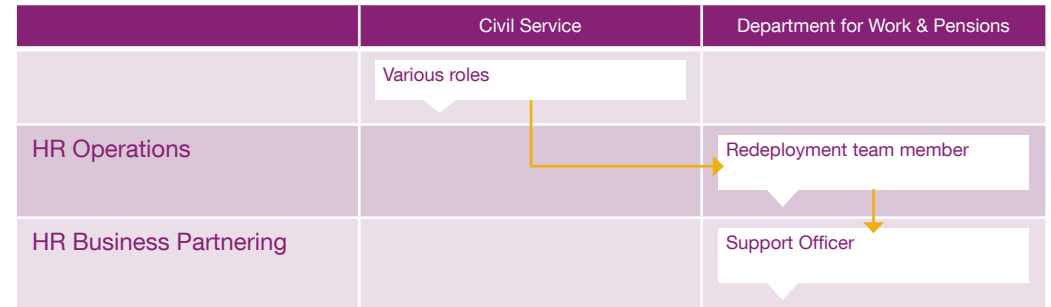
I have worked in this role for the last few years supporting various senior leaders through the many res-structures within our organisation and if there's one thing for certain, nothing ever stands still. The role is fast-paced and demanding and there are many opportunities to get involved in the widest range of HR activities.

Diary management, although a part of my role, is not the only thing I am accountable for. I have been involved in include:

- Active member of a working group designing and delivering the HRBP conference
- Gathering Management Information and undertaking detailed analysis on behalf of the Senior HRBP to guide strategic planning for Operations
- Member of the North West HR Community Network, developing a Capability Strategy on behalf of the forum and arranging appropriate interventions to improve performance
- Researching complex procedures in order to procure specialist advice/ input to a Civil Service-wide HR project. These are just a few examples.

As part of my own development, I completed an NVQ Level 4 in Business Administration; a demanding opportunity allowing me to focus my personal development.

Career path:



Top tip

“For me, the most enjoyable part of the role is putting into practice my organisational and people skills. I am proud to say my role enables the HR Business Partner Team to really deliver strategic HR interventions to the customer.”

Greatest challenge

“The job is far more complex and I am trusted with a great deal of sensitive information, requiring careful handling. I can't say I have a 'typical day' at work.”

Level 1 (AO/EO)

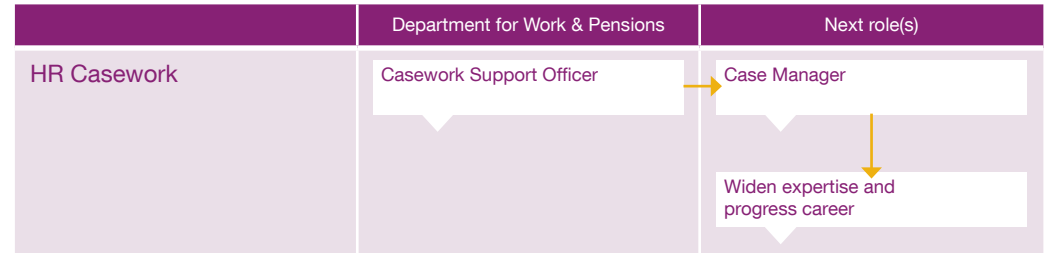
Ben
Casework Support
Department for Work and Pensions (DWP)

I work on the Casework Support Team in DWP. We analyse a range of data from our Customer Management System. This includes feedback from Employment Tribunals and call types and volumes that go to case managers. We also monitor responses to the customer satisfaction survey. We collate all the information to consider trends and any potential issues. This means we can proactively support the business. We produce a monthly dashboard for our senior managers and HR colleagues to inform them of performance in our key work areas. This includes hot topics being raised by the business.

We maintain the Civil Service Workplace Adjustment email. On Mediation we organise and book mediation meetings, and log all actions. We maintain the Employment Tribunal process supporting the case managers with any paperwork required. This ensures outcomes and lessons learned are shared.

I will spend time on the Casework Support Team building my skills and knowledge around all HR policies and related processes. I hope to use this knowledge and experience to gain promotion to a case manager role. From there I hope to widen my expertise and progress my career in HR taking with me all the valuable insight I have gained from my role on the DWP casework team.

Ben's career path:



Top tip

“I have had excellent training on all aspects of my work including shadowing colleagues and many varied informal and formal learning opportunities. These have developed my knowledge and skills.”

Greatest challenge

“Our role is extremely varied and no two days are the same. We get involved in all areas of the team's work and provide administrative support to senior managers.”

Level 1 (AO/EO)

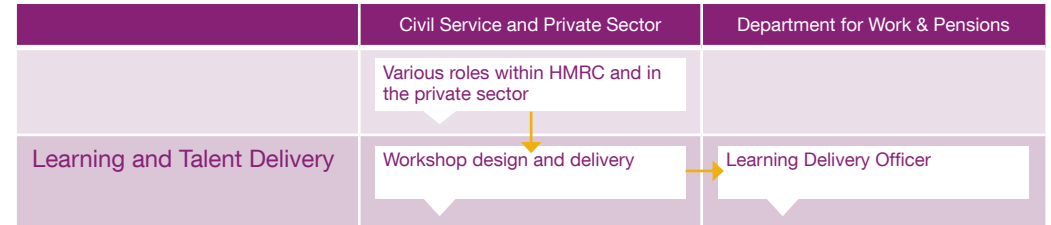
Kerry Ann

**Learning Delivery Officer,
Department for Work and Pensions (DWP)**

I joined Department for Work and Pensions in October 2020 as an Executive Officer/Learning Development Officer. I have responsibility for preparation, facilitation and delivery of course materials for learners, working alongside colleagues and team members in co-delivery for delegations of up to thirty learners at a time.

I enjoy my role enormously, as it enables me to fully contribute and utilise my existing skills, knowledge and experience gained in public and private sector work, while further developing my delivery style, adapting this to best suit the needs and requirements of my learners as individuals.

Kerry Ann's career path:



Top tip

“The most invaluable tip I learned is to simply be fully present and give your whole attention to what you are experiencing here and now. This prevents becoming overwhelmed by thinking about what needs to happen and stops your mind ‘racing ahead’. I learned this when delivering my very first freelance writing workshops.”

Greatest challenge

“For me, this would be overcoming my natural ‘people-person’ tendency to want to be delivering courses in real life, face to face, rather than virtually. I overcame this surprisingly easily, by really engaging the learners with lots of participatory projects and discussions and actively listening to, responding to and reflecting upon their responses in virtual (Skype or Teams) delivery of course materials to ensure that they had a good experience of course delivery too.”

Level 2 (HEO/SEO)

David

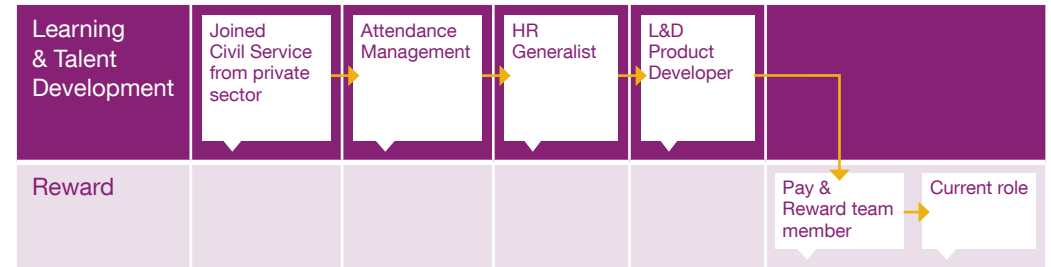
Pay and Reward Consultant, Civil Service Employee Policy

“I chose a career in HR because of the variety the profession offers. ...I have been able to move between HR Job Families, allowing me to gain broad experience and face new challenges.”

I am currently a Reward Consultant for Civil Service Pay and Reward. I advise and support departments with their reward strategies and help build reward capability across government. This typically involves:

- Working with departments to find solutions to strategic reward issues
- Liaising with Cabinet Office and Crown Commercial Service for procurement of contracts
- Conducting bespoke salary benchmarking research
- Researching and developing ways to enhance reward.

David's career path:



I think there is a perception in the Civil Service that Reward challenges faced in the private sector are very different from our own; in truth, there are a lot of similarities.

Top tip

“...for anyone pursuing a career in Reward – be flexible – the only certain thing in the Civil Service is change!”

Greatest challenge

“...was moving into an experience pay team who were implementing an annual pay award. I had no prior pay and reward knowledge and it was a steep learning curve. I was able to utilise transferable skill such as drafting, product development, consulting, and project planning to help me succeed.”

Level 2 (HEO/SEO)

Keith
HR Business Partner
Government Legal Department (GLD)

I'm an HR Business Partner within GLD. My career path has been many and varied, moving between information management, policy and HR roles, and across different departments in the UK and overseas including the FCO, CSHR and GLD. I came across OD&D when I moved from the FCO into Next Generation HR (the predecessor of CSHR).

In a way, I think I've always been an OD&D-orientated HRBP. I've always been interested in the story that the people of an organisation have of themselves, and how this is constantly evolving and changing. I've always enjoyed roles which involve leadership, people and culture. When I did the OD Core Practice programme, I had a light-bulb moment about how organisations are complex, ever-changing, social arrangements – and how we need to understand them as such in order to help them move forwards and improve. I have a mind that is quite imaginative and figurative and I marvel at - and am drawn to - understanding complex people-related problems. In my HRBP role, I've been able to get involved in lots of different transformation/change projects and in the culture and delivery of senior leadership teams.

At the moment, I am completing the OD Advancing Your Practice programme. This will allow me to stretch myself in new ways, and to apply my learning within my current role as well as by delivering an OD project in another Government department.

Keith's career path:

	Foreign & Commonwealth Office	Government Legal Department
Various Civil Service roles: • Information management • Policy		
HR	Next Generation HR	
Organisational Development and Design		HR Business Partner

Top tip

“I use my OD&D skills in my work with senior leadership teams to help them think more creatively about how they approach problems and what sort of a leadership team they aspire to be.”

Greatest challenge

“It was suggested that I should do an OD&D capability programme, but at that point the mist hadn't fully lifted and I wasn't sure it was the right move for me. But the formation of the OD&D service was interesting to me. I started asking myself what OD&D was and what it meant.”

Level 2 (HEO/SEO)

Des Strategic Talent Manager Talent & Careers

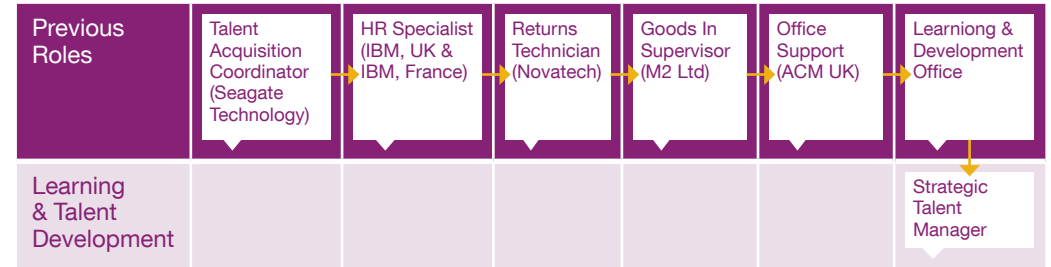
I am responsible for providing strategic direction and support, to ensure the implementation of the Talent Strategy and delivery of talent management and development across the organisation. I work closely with the Head of Talent to set the direction and strategic approach to develop a talent offer that is aligned to the business and organisational goals. My typical day involves Talent analysis and stakeholder engagement to progress the achievement of strategic goals.

The thing that surprised me most about my role was the high volume of continuous learning which I have enjoyed.

I've developed many skills in my current role, including critical thinking and my understanding of the strategic vision of the organisation.

I've really enjoyed working with a kind and dedicated team with varied experiences and perspectives, towards our common goal of building an inclusive talent offering.

Des's career path:



Top tip

“Don't be afraid to ask questions and explore opportunities to continuously improve.”

Greatest challenge

“Managing my tendency to be overly critical of myself.”

Level 2 (HEO/SEO)

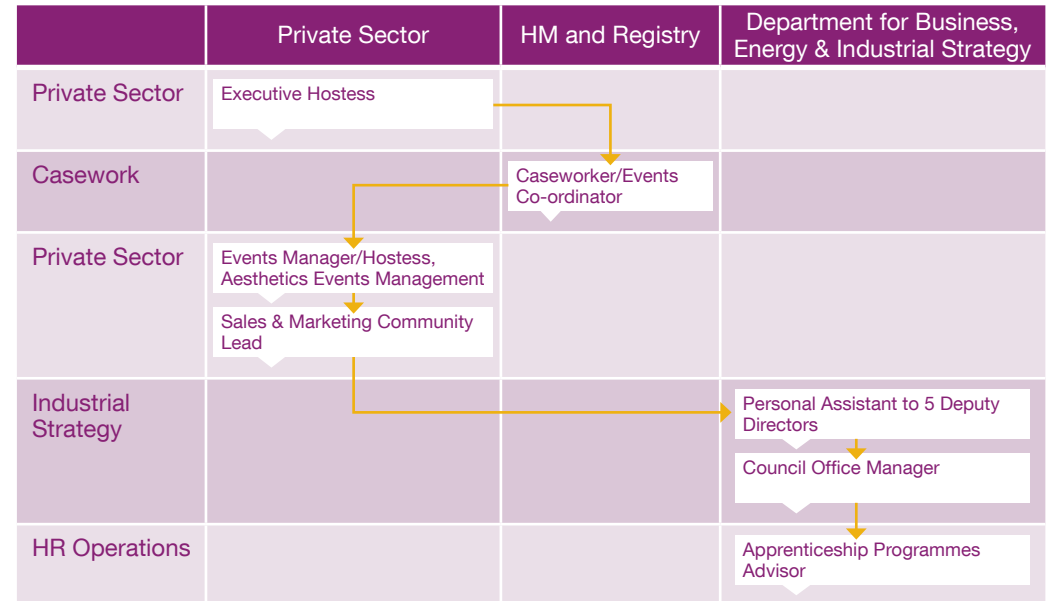
Emma

Apprenticeship Programmes Advisor, HR Operations
Department for Business, Energy & Industrial Strategy

I cover all aspects of apprenticeships within my role including supporting our over 150 apprentices and their line managers, organising events and leading the Apprentice Network. Regular engagement with apprenticeship training providers to ensure that programmes are run smoothly, and any issues resolved. I promote apprenticeships to the business, update BEIS apprenticeship documents, apprenticeship contract management and manage all our apprentice data including cross-departmental returns. I contribute to cross-government apprentice networks and groups, support with apprentice recruitment, sifting and interviews and support BEIS apprentices from induction through to graduation in full. I am also the BEIS Redeployment Lead and work with our HR Business Partners to manage the redeployment register.

Engaging with staff across the business daily and having broad communication channels across BEIS and externally with training providers and other Civil Service Departments. I enjoy being able to support others and enhance their experience, assisting them to get the best out of their learning journeys and as a result, gain enhanced skills and career progression. I am particularly passionate about my role as I joined BEIS as an apprentice having undertaken a L4 Business Administration apprenticeship and am currently reaching the end of my L5 CIPD HR Business Partner/Consultant apprenticeship. I strongly believe in this career path and the fantastic opportunities it can bring so am a keen enthusiast of apprenticeships!

Emma's career path:



Top tip

“Everything is a lesson, whether you have succeeded or failed at something, you can always learn and build on what you already know! Never be afraid to ask questions!”

Greatest challenge

“Juggling multiple commitments. I continually work through this challenge by ensuring that I am highly organised, keeping structured to-do lists and timetables- OneNote is my best friend and I highly recommend it!”

Level 2: HEO/SEO

Poonam

Senior Learning Consultant
Leadership, Learning and Talent

After completing my masters in HR, I never really thought what aspect of HR I wanted to go in. My first role landed with a Housing Association in their L&D team, here I created a employee handbook which was launched and highly recognised.

My second L&D role was with Voluntary Overseas, this gave me a insight into the L&D cycle and allowed me to expand my facilitation skills, this is where I had decided I wanted a career in L&D.

From here I moved to the Local Government Association. My role here went through a fantastic journey allowing me to develop my career and skills, starting as a L&D administrator and ending as the L&D Team Lead managing a team of three.

I joined DIT just as it was being formed in June 2016. I have lead responsibility for the management of all Corporate Learning Events and programmes. This includes programme management of centrally sponsored learning to improve and introduce new corporate programmes, delivery of programme launch events working with SCS colleagues and CSL/KMPG colleagues as well as working with internal and external stakeholders.

I am a Associate Member of CIPD.

Poonam's career path:



Top tip

“We are always learning in what we do, this does not need to be ‘you’ sitting in a formal classroom. Don’t be afraid to ask the question, there is no such thing as a ‘right’ or ‘wrong’ question. We all have a role to play regardless of grade. We all contribute to the successes and achievements.”

Greatest challenge

“After taking a four-year maternity break, I joined DIT just as it was formed. Although I have been in the learning team, the role and team have changed over the years. I am still on my career journey and looking forward to the journey ahead with DIT. My roles have all been a learning curve for me, I have built great networks and always had supportive peers.”

Level 3 (G7/G6)

Glenda

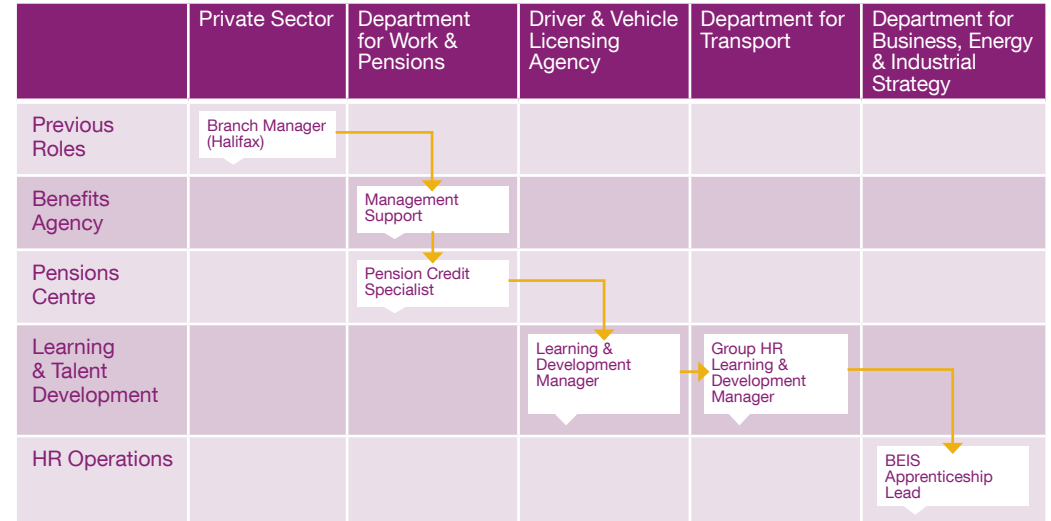
Apprenticeship Lead
Department for Business, Energy & Industrial Strategy

I'm the BEIS Apprenticeship Lead, with responsibility for apprenticeship strategy and delivery. This involves liaising with apprentices, managers, training providers and stakeholders, to help BEIS maximise use of its apprenticeship levy funds, meet the Gov apprenticeship target, and ensure our apprentices have a good experience.

The thing I enjoy most about my role is that it's challenging, and there's always something new to learn.

I've developed my procurement and contract management skills. A lot of my time is spent putting in place new contracts, or working with training providers to ensure they deliver a quality experience for our apprentices.

Glenda's career path:



Top tip

“Do work that challenges you, and you enjoy. Consider sideways moves and volunteer for projects and new areas of work that build new skills, rather than focusing solely on the next promotion.”

Greatest challenge

“What has surprised me most about my role is that I thought I knew a lot about apprenticeships before starting the role, but there's so much that changes, that I now realise I'll never know everything!”

Level 3 (G7/G6)

Becky

Assistant Director of People & Development
Charity Commission for England & Wales

As the Assistant Director of People & Development I am the most senior HR professional within my organisation and I'm accountable for the end to end people journey, including people strategy, pay & reward, talent & capability, organisation design and development, diversity & inclusion, resourcing, employee relations, engagement, performance, HR business partnering, HR casework and HR services. Our HR team is small and we cover all of these areas with only 12 people including me which makes every day varied and demanding. I directly business partner the Board, CEO and Executive team. It's important that I'm able to prioritise effectively and set clear strategic direction, agreeing which people interventions will offer most value and best align with the Commissions strategic objectives and purpose.

I moved into the Commission from a much larger department and two things surprised me. The first was that the scale and complexity of the people challenge were no different to those within a larger organisation but within a smaller organisation I have more opportunity to influence and change happens more quickly. The second was just how much can be achieved with a small but dedicated team – I'm very lucky to work with a very talented HR team who have a huge impact!

It's difficult to choose just one thing that I enjoy the most about my role, so I'm going to choose three! I enjoy the variety of my role, I learn something new every day and each day brings new challenges. I'm given the opportunity to really influence the success of the organisation and feel able to shape our future, seeing the impact of the work that my team does in making us a great employer that is good at what we do. And finally, but equally importantly, I work with fantastic and committed people who are passionate about delivering our purpose. Our employees come from a range of different backgrounds, but they are all friendly and supportive and work hard to support charity and the public.

Kelly's career path:

	NHS and Private Sector	HM Revenue & Customs	Department for Work and Pensions	Charity Commission for England & Wales
Previous Roles	Management Consultancy/ Sales/Administration			
HR Fast Stream		Higher Officer HR Projects (Fast Stream)		
HR Business Partnering			HRBP (Fast Stream)	
Strategic Workforce Planning			Exits & Redundancy Lead	
Analytics			Head of HR Performance, Planning & MI	
HR Leadership Role				Head of HR Assistant Director of People & Development

Top tip

“Because we have such a small team its important that the team is multiskilled and I invest a lot of time in developing the team through coaching.”

Greatest challenge

“No day is the same and it's the variety that makes my role so interesting. I may be attending a Board meeting to discuss the people strategy, followed by a meeting with trade unions to discuss our organisation design, then a discussion about how we can vary contracts with suppliers to meet shifting requirements, working on our technical competence programme to build capability in charity regulation – something that only the Commission can train in, coaching senior leaders, writing blogs to promote inclusion and at the moment working with my team to make sure that we are able to keep our people safe, paid and in work during Covid-19.”

Level 3 (G7/G6)

Adrian

Head of Executive Recruitment, Civil Service Talent
Cabinet Office

My role is to provide leadership to an expert service – Executive Recruitment. This involves being ‘on point’ for the provision of expert resourcing advice and guidance to the organisation (in my case across all government departments), supporting the Chief People Officer and Head of Talent to influence the strategic direction of recruitment activity. I am often called upon to brief Ministers and Permanent Secretaries and to be the public face of Civil Service Recruitment. A key part of the role is to build and maintain relationships with our key suppliers with executive search and advertising.

I joined the civil service full time in April 2015. My first role was advising the Major Projects Authority (now Infrastructure and Projects Authority) on attracting senior private sector project and programme managers to join/lead government projects – which constitute some of the largest and highest risk projects being undertaken anywhere in the world. In June 2016 I joined HR to lead a newly re-structured executive recruitment team.

My greatest satisfaction comes from recruitment – appointing people into the perfect role for them and the organisation, so that they mutually benefit. I read a lot; mostly about recruitment and some about human resources and motivation – rightly or wrongly I don’t read fiction! My key strength is Talent Acquisition – knowing how to reach out to candidates (whether passive or active) and tell the attraction story.

Adrian’s career path:



Top tip

“Over my 30 plus years in HR and Recruitment (in some of the world’s largest companies) I have developed a passion for helping people identify what they are truly talented at.”

Greatest challenge

“My one aspiration for the future is to convince people to the value in investing in recruitment and talent acquisition. I believe the role of the recruiter and the activity of identifying great people to join organisations should be amongst the most highly valued roles in an organisation. My mission is to convince as many people as possible.”

Level 3 (G7/G6)

Carol
HR Business Partner
Cabinet Office

I am the HR Business Partner to the COP26 Unit set up to strategically deliver COP26 climate change policy and the summit itself (the 26th session of the Conference of the Parties to the UNCCC). The Unit reports to the Prime Minister, working across relevant departments and key UK and international stakeholders to deliver a successful COP26.

My key responsibilities include supporting a performance driven culture through good performance management and talent development, providing business intelligence to the wider HR function, commissioning services from HR experts services, and providing advice and guidance on recruitment, workforce planning and other HR issues.

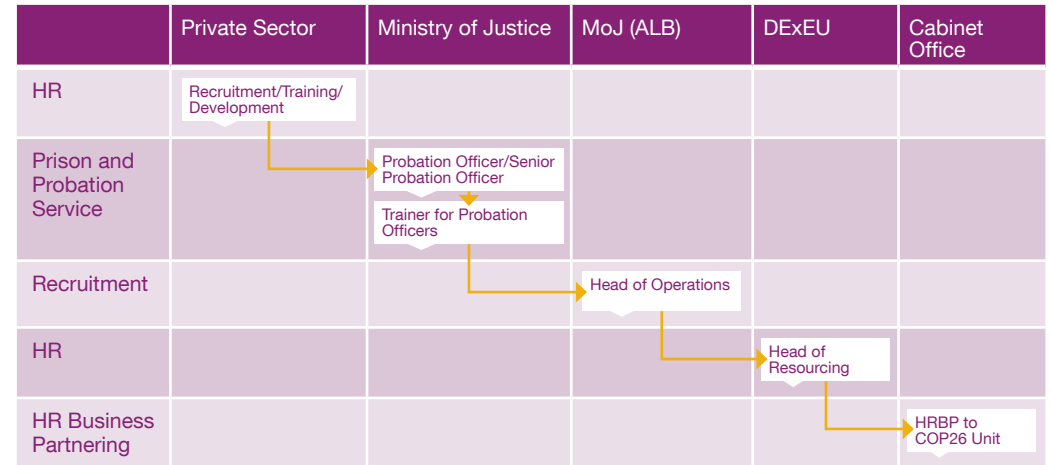
No two days are the same. At the moment I'm supporting the Unit through COVID-19, ensuring they are aware of all the available tools and how to look after staff. I'm keeping senior leaders on track to undertake a light-touch consistency check of performance ratings and guiding line managers towards mid-year reviews. I'm also looking at resource planning in light of the postponement – exploring options for extensions to loans and contracts whilst developing our approach to keeping staff reassured, motivated and focussed.

I love the variety, dealing with challenging questions where I have to seek out the policy background behind the answers, helping leaders to set the right tone when anxieties are high, and supporting managers and staff through complex issues.

I joined the Civil Service in 2010 in a recruitment role in an arms-length body of the Ministry of Justice then moved to DExEU in 2017 and Cabinet Office in 2020. Prior to joining the civil service I had a portfolio career, with recruitment, training and development threaded through. I led a team in mainframe computer operations, trained and practiced as a senior probation officer, and developed and delivered training courses across England and Wales.

Make the most of every opportunity. Part of what makes our Civil Service Brilliant Civil is all the initiatives that exist outside of people's day jobs. Getting involved in improving ways of working, enhancing wellbeing or sitting on a Shadow Board can enhance your career and the working lives of your colleagues.

Carol's career path:



Top tip

“ Collaborative team working, and patience. Whilst it can be satisfying to deal with an issue quite quickly there is usually a background to most HR problems and taking time to fully understand the context and what led to the issue, then checking in with colleagues, can help towards a good resolution. ”

Greatest challenge

“ I'm often surprised by the wide range of people's needs. Some are self-sufficient and come to me when they have thoroughly researched the issue; others come straight to me because they have concerns or challenges that require a quick response or they don't know where to start. ”

Level 3 (G6/G7)

Stephen

Head of People Analytics and Insights
Department for International Trade (DiT)

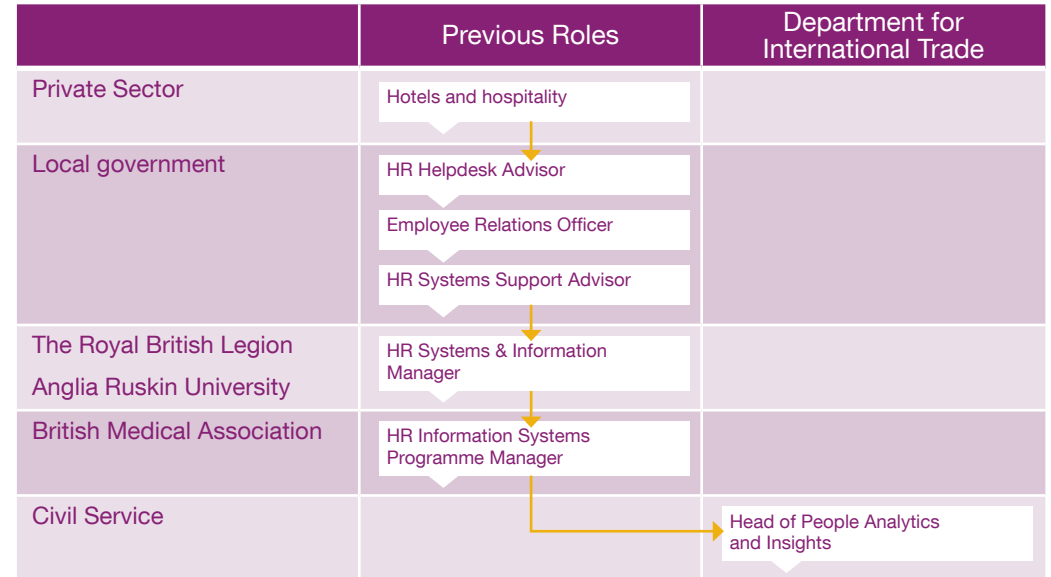
I am responsible for all people data sets in the department and provide internal & external reporting and analysis (such as regular workforce management and Gender Pay Gap) to all levels of the department especially ExCo and HR Senior Leadership. I ensure excellent data informs decision-making.

I more or less fell into HR Analytics after changing my career from Hospitality management. My career in HR started in 2006 initially on a HR Advisory line, and at the same time I was studying for my Postgraduate Diploma in Personnel Management (CIPD). While I was on the advisory line, I was assigned to help support the rollout of Manager and Employee HR Self Service and the delivery of management reporting at Suffolk County Council. During this project, my skills in systems and data were spotted and I was poached by the HR Systems Manager for their team. With this experience behind me I moved permanently into the Human Resource Information Systems specialism and from there I have supported the design and delivery of HRIS platforms and the analysis of the data arising from them. However, before then I had been using analytics within the Hospitality sector for reviewing and predicting sales and stock control for years.

My CPD has always focused on two elements, HR legislative changes and HRIS development.

I am a CIPD Associate Member.

Stephen's career path:



Top tip

“ My job is to help make the best people decisions, based on quality data. As a Dyslexic I have never liked words, however numbers have always come easily to me. So, the challenge of translating numbers into insightful information has always intrigued me and driven me to develop methods of reporting to benefit wherever I have worked. ”

Greatest challenge

“ Data integrity is always the foremost challenge for any analyst. I expect to see an upward investment in Human Resource Information Systems technologies within all organisations, which will drive the stability of data integrity and release the data insights held within all HR departments. It is this HRIS development which I have found most rewarding in my career to date. ”

Level 3 (G7/G6)

Laura

Head of Profession Support & Career Development
Office for National Statistics (ONS)

I lead a newly created team – Profession Support and Career Development within ONS. I work with Heads of Professions and other key stakeholders to help and support professional capability and development. The current key aim is to develop career pathways for each profession so that both professional members and those not aligned to a profession can clearly see what a career journey/pathway entails to support their career aspirations. Other activities to support professional capability/development include developing an organisational skills review; engaging with workforce planning activity and generally helping to increase the maturity of professions across ONS.

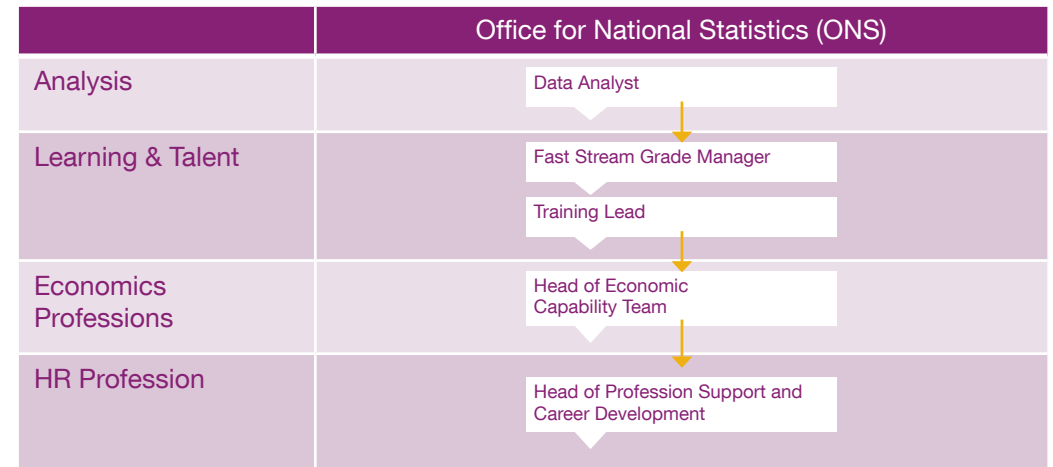
Typically, my days are spent engaging with a variety of stakeholders to put plans together and generally offering support and guidance around professional capability/development.

The thing I enjoy most about my role is the interaction I have with a wide range of stakeholders and being able to provide support. What surprises me about my role is how varied and broad my role can be as a lot of interlinks to wider HR/organisational initiatives/activities.

I've further developed my communications skills, particularly when verbally communicating with senior leaders. Ensuring I am clear on the 'ask' and the purpose up front and highlighting benefits and opportunities. This has helped in my quest to increase engagement.

Having worked in ONS for 20 years, I have held a number of different roles which have led to where I am now. I started as a data analyst and quickly found that my niche was working with and supporting the people element of our organisation. I have worked on, and subsequently led, training teams, supported people through a development programme and held the role of Fast Stream Grade Manager. Most recently, I have led a team supporting the Economics profession before moving to my current role of Head of Profession Support and Career Development.

Laura's career path:



Top tip

“Don't be afraid to try new challenges which may be outside of your comfort zone! The benefits are endless.”

Greatest challenge

“Developing an organisational wide skills review.”

Level 4 (DD/Director)

Bernadette

Deputy Director, Inclusion, Wellbeing and Employee Engagement, Ministry for Housing, Communities & Local Government

I started in the civil service in 1998, as an EO Caseworker in the Debt Recovery Unit, of the then Legal Aid Board, having worked in a number of Local Government Revenue teams. It has been quite a winding path over the last couple of decades, progressing through the ranks predominantly in the operational delivery profession, however, I undertook a career change to the HR profession in 2014 where I joined to lead the Legal Aid Agency's equality and diversity team. I haven't looked back since then!

It is an exciting time to work as a Diversity and Inclusion professional, it is such an important aspect of robust people management; creating a culture where everyone feels valued, they can bring their authentic selves and voices to bare in the workplace and feel a sense of belonging in the organisation where they can flourish and thrive. This is absolutely vital for employees wellbeing, engagement and ultimately their productivity.

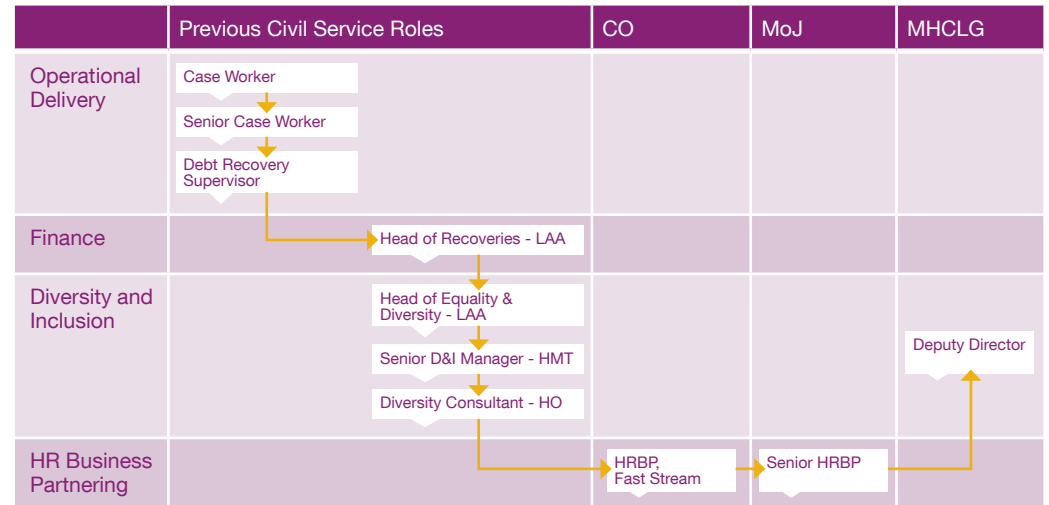
Diversity and Inclusion is the "golden thread" that runs through all the aspects of the employee lifecycle, so I have to engage with a broad range of stakeholders throughout the organisation from the Permanent Secretary all the way through to Administrative Assistants – we all have a role to play in championing this agenda.

My role typically includes:

- Embedding cultural change across the department - drawing on behavioural change insights, organisational design and development
- Building close relationships across the Department, ensuring that everyone across the whole organisation understands their responsibility in driving a culture of inclusion
- Developing and implementing a Diversity and Inclusion strategy
- Liaising with external organisations to observe best practice and bring back to the organisation to implement

- Collaborating with the business, enabling them to significantly improve representation through hiring, progression and retention, especially at senior levels
- Working with Executive Boards to foster a culture of inclusion and developing a cadre of inclusive leaders.

Bernadette's career path:



Top tip

“Find a mentor in the HR profession, this will really help as you navigate your career journey within HR.”

Greatest challenge

“Finding the time to focus on personal development!”

Level 4 (DD/Director)

Craig

Deputy Director, HR Operations
Department for Business, Energy & Industrial Strategy

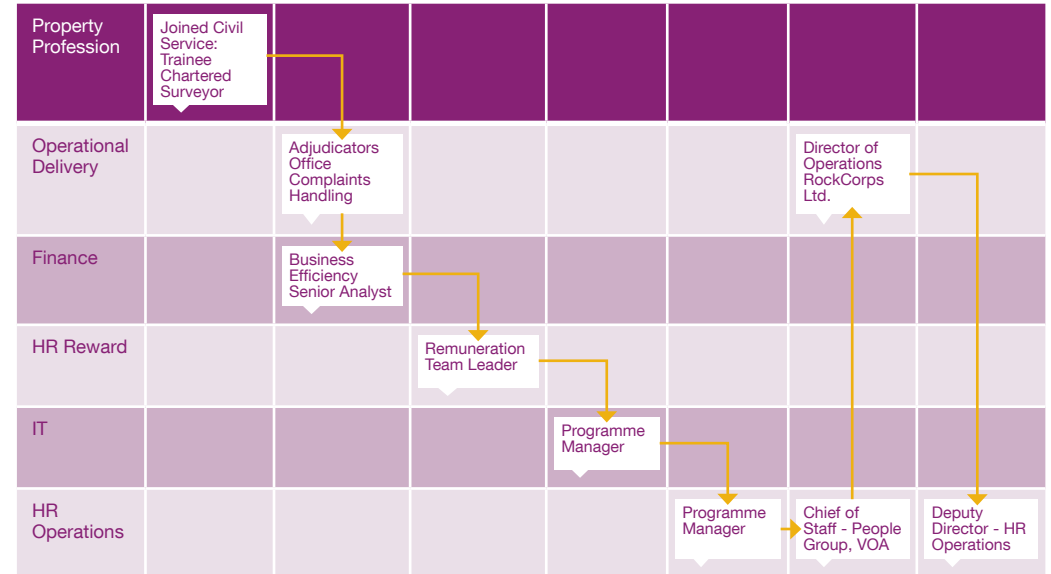
“It is an exciting time to work in HR as there are lots of opportunities to apply new technology to the way we operate; this will provide a fundamentally different and better user experience for our customers, but also a range of more varied and enriching roles within HR itself.”

I started in the civil service age 18, as a trainee chartered surveyor; so it's been quite a long and winding road to end up in my current role!

I have responsibility for quite a broad portfolio

- Recruitment for all delegated grades
- Early talent – apprenticeships, fast stream, internships, schools outreach
- People data and analytics
- Relationship management with our third party providers – specifically for payroll & pensions, and for our future shared services programme.
- I also sit on a number of cross-govt Boards & Forums
- I am a Chartered Member of CIPD.

Craig's career path:



Top tip

“I ‘stole’ this from a course I attended: “when I can’t control events; I control myself.” In other words, don’t let your (personal) reaction to a problem, become the problem. It’s a good one to remember and check yourself on.”

Greatest challenge

“...time management! I try to drive what’s in my diary, rather than the other way round.”

Further information

CIPD

CIPD have described this HR Career Framework as an exemplar

in demonstrating alignment with the CIPD professional standards. CIPD have approved that the career framework aligns with the CIPD profession map which was fundamental to achieving our [CIPD People Development Partnership](#) (PDP) Status.

Departments that implement and [integrate](#) this HR Career Framework into their HR systems and processes, automatically meet criteria one of the CIPD PDP Status which is only awarded to organisations that are actively working in partnership with the CIPD to develop the next generation of outstanding people professionals.

The [CIPD People Development Partnership](#) webpage contains further information.



To achieve the full PDP Status departments who integrate this framework would also need to satisfy other criteria to achieve full PDP Status as outlined below:

- Commitment to the ongoing professionalism of the function
- Providing Entry Points to the profession
- Work with the CIPD to continually support and build capability of your teams
- Invest back into wider profession.

This is great news for departments – I hope you agree, this is a real incentive to embrace the new framework and integrate it within departmental HR functions!

This framework has been developed as a **Minimum Viable Product (MVP)**. This means the product contains basic information, and not every role and work area is represented. For example, the nine Job Families represented in the document does not include ‘resourcing’, ‘people analytics’ or ‘employee experience’ Job Families. All of these areas of work are really important and the HR professions board will consider this and other aspects for future iterations of the framework.

The **Career Development Plan** used was created by colleagues in Department for International Trade and we are sharing good practice and have re-purposed this document for the HR Career Framework.

We would like your feedback and **suggestions for improvement** – so please do contact: [CSHR Capability and Talent team](#).

For any further information, please contact: capabilityandtalent@cabinetoffice.gov.uk.



© Crown copyright 2020

You may re-use this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence.

To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence/ or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gsi.gov.uk.

Any enquiries regarding this publication should be sent to us at: capabilityandtalent@cabinetoffice.gov.uk.

This document is also available from our website at www.official-documents.gov.uk