

London Southbank University

CIPD

Career Pathways

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‘Championing better work and working lives’

Who are the CIPD?

CIPD

We are the professional body for experts in people at work. For more than 100 years we've been championing better work and working lives by setting professional standards for HR and people development.

With hubs in the UK, Ireland, Middle East and Asia, we're the career partner of choice for more than 145,000 members around the world. We're the only body in the world that can award Chartered status to individual HR and L&D professionals, and our independent research and insights make us trusted advisers to governments and employers.

Award winning world Class Content

From books, factsheets, podcasts and toolkits.



Employer Engagement

Working with organisations worldwide to improve their performance, develop capabilities and recognise professionalism within their teams.



Policy Engagement

We engage with policy makers and draw on the expertise within our 140,000+ strong membership base to inform our views to government'.



Awarding body

We are the awarding body for a range of HR and L&D qualifications. We set HR standards globally to build the capabilities of effective HR professionals.



Community Investment

We are supported by thousands of volunteers who enable us to contribute positively to local communities through out branch networks and membership.



Events

From our annual conference to our leaders in learning network, we host many events throughout the year bringing together some of the most influential thinkers in HR and L&D.



Qualifications and Short Courses

We deliver a range of qualifications and short courses globally.



Membership and Assessment

Gain CIPD membership by studying a CIPD qualification or demonstrate you have the relevant experience within HR/L&D through experience assessment. Members get access to a wealth of resources and benefits to support their career.



Research and Thought Leadership

Our research brings together academics and practitioners to build a credible evidence base for the profession and push the boundaries of knowledge on people, work and change.



We set standards for the profession



Our Profession Map: extensive technical and behavioural capability framework covering all aspects of the profession from career entry to senior leaders

Civil Service – MOU 2016-2026

“We need to evolve the centre of Government to one which contains strong core functions... we need to build capability... we need to reach across departmental boundaries to create synergy across Government as a whole.

We have begun to create a functional model at the heart of Government to develop cross-Government strategies, delivered through the department agendas...”

John Manzoni, Chief Executive of the Civil Service

Civil Service - HR Career Pathways

“Civil Service HR delivers pioneering work in an incredibly complex set of organisations, supporting over 400,000 professionals across the UK and abroad every day to create a brilliant Civil Service. Our arrangement with the CIPD will provide our HR professionals with the support, training, resources and qualifications they need to succeed and develop their own careers and strengthen our commitment to building a strong, high performing Civil Service that delivers high quality services for the public.”

Rupert McNeil, Government Chief People Officer

Create a common framework which defines HR capabilities and skills, underpins CSHR career paths and provides a picture of overall skills and skill gaps in the CSHR

Civil Service – Career Pathways

- Engaged with over 100 stakeholders within Civil Service
- 9 different job families

The aims of the framework:

- Explore the variety of roles, skills and experiences a career in the civil service HR profession offers.
- Provide career planning and find ways to progress careers.
- Signpost relevant Learning and Development
- Provide in sights into the Career Paths of other in CSHR through case studies and biographies.
- Provide an overview of the HR profession for those interested in what CS have to offer



HR Career Pathway Main Menu



Why do I need a Career Path?



The Civil Service HR Career Pathway



HR
Business
Partnering



Casework



Policy &
Employee
Relations



HR operations



Organisation Design
& Development

CIPD



Learning
and Talent
Development



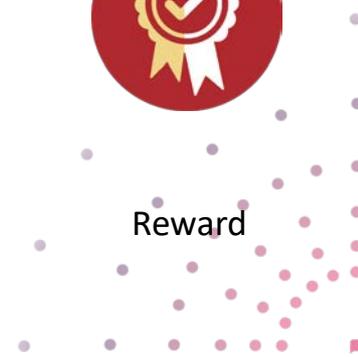
Strategic
Workforce
Planning &
Resourcing



Diversity &
Inclusion



Reward



HRBP Career Pathway Menu



Click on the job family title to view more information

	Level 1	Level 2	Level 3	Level 4
HRBP	HR Support Officer	Assistant HRBP	HRBP Senior HRBP	Deputy Director HRD
Casework	Casework Support	Case Manager Team Leader	Service Manager Head of Casework	Deputy Director
Policy & ER	Support/Administrator	Consultant Senior Consultant	ER & Policy Lead	Deputy Director Director
HR Ops	Administrator	Team Leader Pensions Manager	Contract/Relationship Manager & Relationship Lead Occupational Psychologist	Deputy Director HRD
OD & D		Assistant Change Consultant	Change Consultant Internal OD Consultant	Deputy Director Strategic Consultant Director
Learning & Talent Development	L&D Administrator Talent Administrator	L&D Consultant Talent Manager	L&D Consultant Talent Partner	Deputy Director Director
Strategic WFP & Resourcing	Resourcing Administrator Workforce Planning Administrator	WFP Manager Resourcing Manager Talent Manager	Resourcing BP Head of WFP Talent Partner	Deputy Director Director
Diversity & Inclusion	D&I Support D&I Administrator	D&I Manager D&I Senior Manager	Team Leader Senior policy strategy Lead Head Of D&I	Deputy Director
Reward	Junior Analyst/Support	Analyst Practitioner	Expert Lead Head of Reward	Deputy Director Director



Why choose a career in HR Business Partnering?



The HRBP Career Pathway



HRBP Pathway Level 1: HR Support Officer



HRBP Pathway Level 2: Assistant HRBP



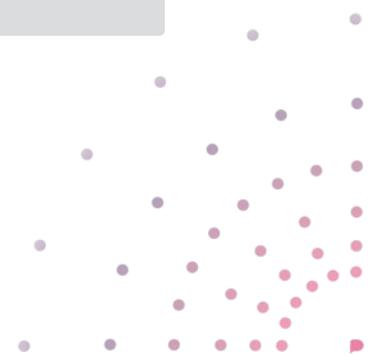
HRBP Pathway Level 3: HRBP and Senior HRBP



HRBP Pathway Level 4: DD/HRD Responsibilities



Feedback survey



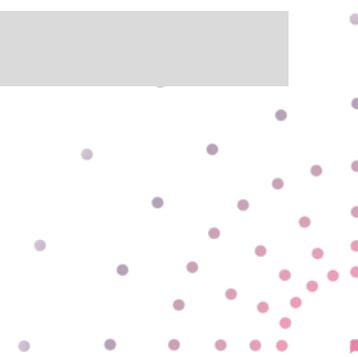
The HRBP Career Pathway



	Level 1	Level 2	Level 3	Level 4
Pathway	HR Support Officer	Assistant HRBP	HRBP Senior HRBP	HRBP - DD/HRD responsibilities
Overview	Those new to HRBP, in lower grades and junior generalists.	HRBP practitioners; fully effective in their role.	Subject specialists at the peak of their theoretical knowledge and practical experience.	Senior Generalists; SCS heads of profession areas.
Case Studies	<p>"I am involved in a wide range of HR projects from recruitment to office closures. This has increased my networking skills across the department, within my team and gained a good understanding of HR policies and procedures."</p> <p>Read More</p>	<p>"I business partner a project which manages a large-scale schedule of TUPE and COSoP transfers of staff from different organisations and agencies"</p> <p>Read More</p>	<p>"My role is key in supporting the organisation in transforming and I enjoy the challenges this brings"</p> <p>Read More</p>	<p>"My current role includes providing strategic advice to the DWP Operations Executive Team"</p> <p>Read More</p>



Where does HRBP sit within the wider Civil Service Career Pathway?



Level 1: HR Support Officer (1/4)



Overview

Key Skills

Core Activities

The 'Step-up'

HR Support Officers typically work as part of a small team to provide support to HR Directors, HR Deputy Directors, Senior HR Business Partners (SHRBPs) and/or HR Business Partners (HRBPs) in the delivery of their official duties.

You will need to handle people sensitive information with integrity. You will support work on people change, which may include providing secretariat support, prioritising incoming work and ensuring that it is dealt with and actioned.

HR Support Officers may also have opportunity to lead small projects on behalf of the HR team. Some examples of projects that a HR Support Officer may undertake are:

- Gathering information and data to plan and co-ordinate 'Smarter Working' use of desk space across teams.
- Creating a new people data hub to support wider HR work.



Level 1 – Case Study 1



Level 1 – Case Study 2

Your Career Path

As you work through the HRBP Career Pathway you might find it helpful to print the worksheet and consider the following:

- What skills do you currently use in your HRBP role?
- What HRBP activities do you carry out in your current role?
- What do you need to enhance your knowledge or progress your career?



[View Worksheet](#)



Level 1: HR Support Officer (2/4)



Overview

Key Skills

Core Activities

The 'Step-up'

- Ability to lead and forge relationships with a broad range of stakeholders.
- A proven track record of operating effectively across different business areas.
- Ability to think on one's feet and work at pace, reacting to and resolving issues as they arise.
- Prioritise and organise own and work of others.
- Knowledge of the various ways that technology can improve engagement and communication.
- Show understanding of equality and diversity, and how it impacts on service delivery.
- Have an understanding of HR priorities for the Civil Service, individual departments and what they mean in practice.
- A working level knowledge of HR policies and practices, knowledge of the key contacts and HR operating model.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- Ability to confidently use IT e.g. Microsoft Excel and other software packages.

Possible Accreditation Levels:

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

CIPD

Your Career Path

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- What do you need to enhance your knowledge or progress your career?



[View Worksheet](#)



Level 1: HR Support Officer (3/4)



Overview

Key Skills

Core Activities

The 'Step-up'

- Providing a professional business management service. Being the first point of contact for enquiries, advice and information. Dealing with people sensitive information for activities such as relocations, restructures and appointments.
- Acting as a liaison point between the HR team, and colleagues from across the Department, as well as stakeholders from across the wider civil service, and externally.
- Ensuring that the HR team meets their accountabilities and prioritises work. Managing and taking action on email traffic, summarising lengthy or complex submissions, papers and requests and channeling and monitoring work, delegating tasks as appropriate.
- Managing expectations of colleagues that need specific responses.
- Providing an admin and support service for the HR team and senior members of their teams. This may include drafting communications, commissioning or producing briefing papers and helping in the preparation of presentations as needed.
- Identifying opportunities for improvement through the use of HR metrics, performance and informal feedback. Ensuring the HR team is aware of issues and trends.

Your Career Path

As you work through the HRBP Career Pathway you might find it helpful to print the worksheet and consider the following:

- What skills do you currently use in your HRBP role?
- What HRBP activities do you carry out in your current role?
- What do you need to enhance your knowledge or progress your career?



[View Worksheet](#)



Level 1: HR Support Officer (4/4)



Overview

Key Skills

Core activities

The 'Step-up'

Progression

- Assistant HRBP.
- HR Job Families at Level 2.

You will be doing more of:

- Working directly with key business customers.
- Owning your own area of work.
- Mentoring and Coaching others.
- Making links and networks.
- Developing insight from data/business knowledge/HR Services.

You will be doing less of:

- Administration.
- Organising work for others.

Learning and Development Opportunities

- Job shadowing HRDs, SHRBPs and HRBP teams/other HR functions to gain wider HR knowledge.
- Buddying from other HRBPs.
- Mentor from wider HR and/or Business.
- Learning on the job – Volunteer to participate in wider HR projects to gain experience, e.g Design Groups.
- Active participation in cross cutting HR networks.

Your Career Path

As you work through the HRBP Career Pathway you might find it helpful to print the worksheet and consider the following:

- What skills do you currently use in your HRBP role?
- What HRBP activities do you carry out in your current role?
- What do you need to enhance your knowledge or progress your career?

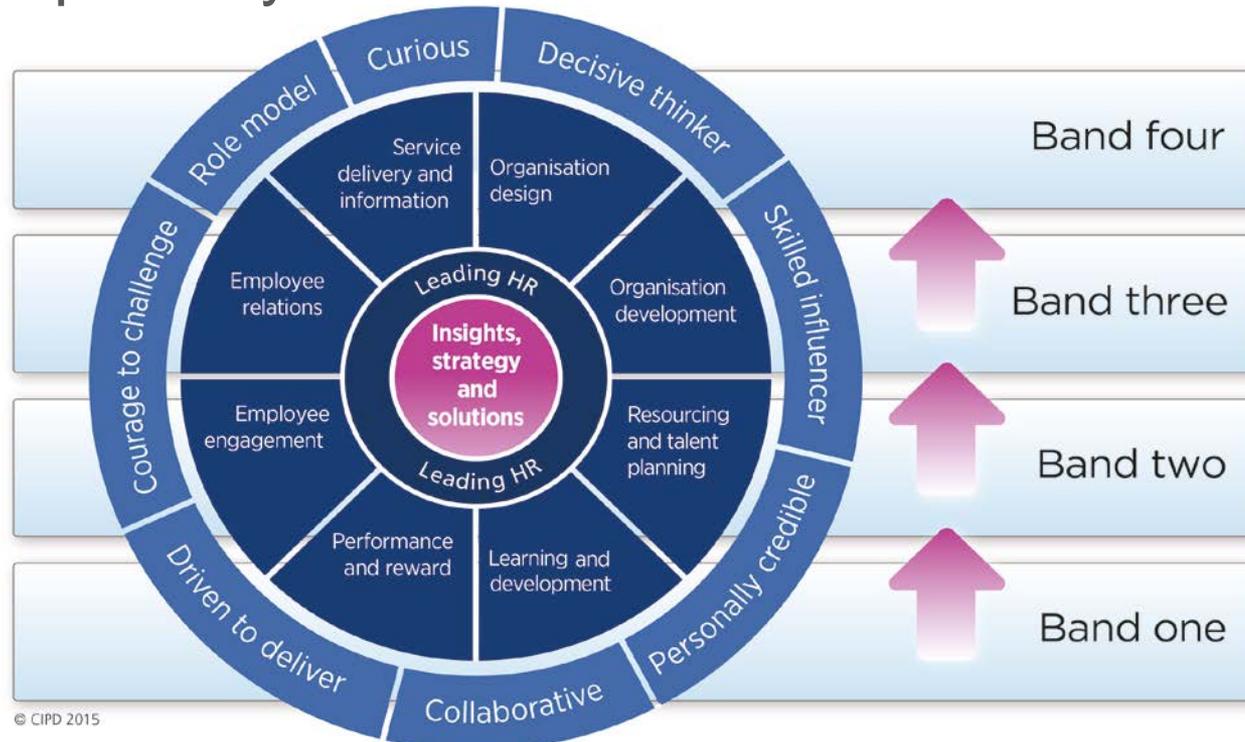


[View Worksheet](#)



The Map is a framework...

- It's a framework for roles, *not* a framework of mastery
- The Bands are about the type of work you do, not how competent you are.



© CIPD 2015

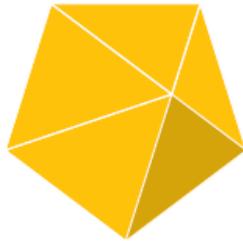
Capability Process

Define



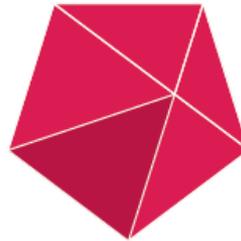
Outline what great HR looks like in your organisation's context.

Diagnose



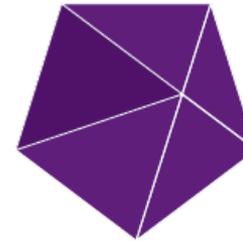
Assess skills and capability against our internationally-recognised standards.

Build



Build capability and confidence within your team with our development solutions.

Recognise



Acknowledge the delivery of world-class HR and L&D through professional membership.

Sustain



Ensure ongoing development to maintain professional standards.

Define

Diagnose

Build

Recognise

Sustain

Define

Define

Diagnose

Build

Recognise

Sustain

- Alignment with Organisational Strategy & Objectives
- Internal V External Insights
- Stakeholder Engagement
- Roles & Responsibilities
- Clear & Transparent
- Language & Terminology

Diagnose

Define

Diagnose

Build

Recognise

Sustain

- Capability Measurement
- Job Descriptions
- Transition from **Prescriptive** to **self Diagnosed** development



Build

Define

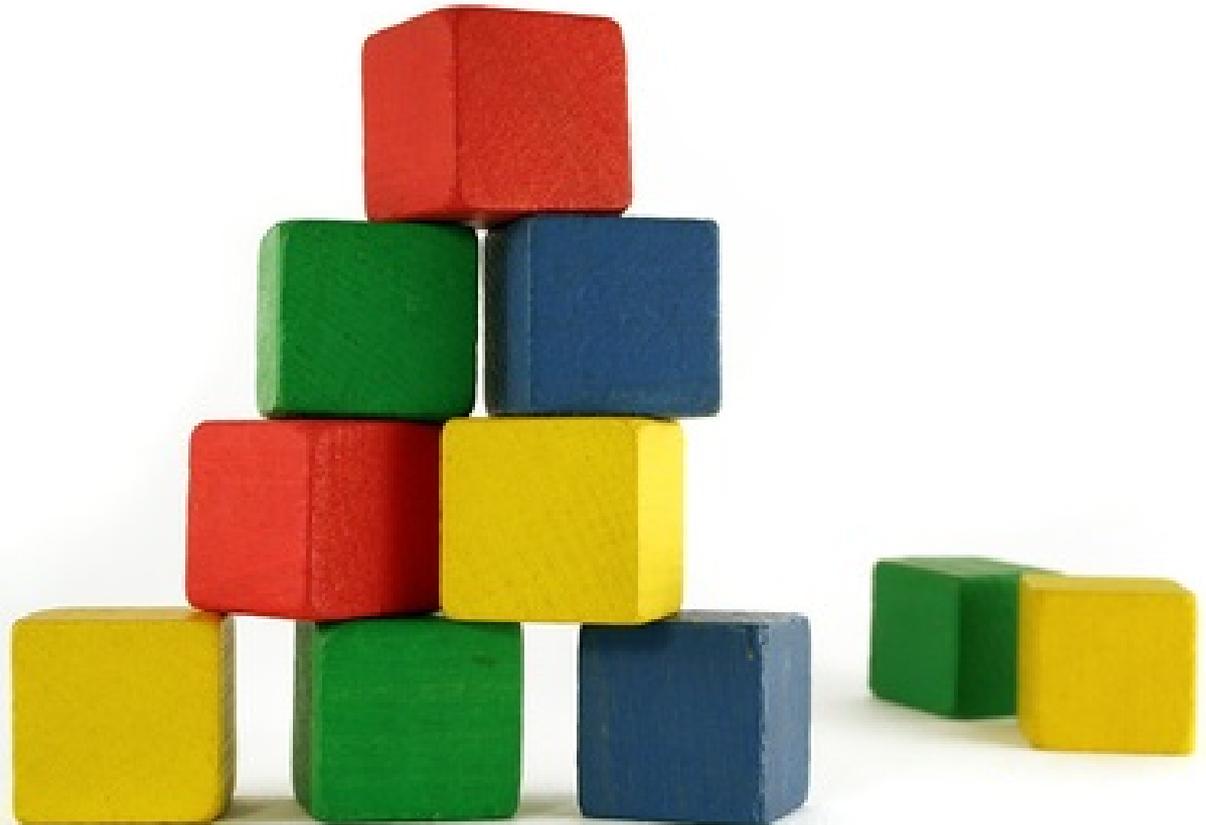
Diagnose

Build

Recognise

Sustain

- Future Fit
- Capability
- Agility
- Credibility





Build – HR Skills for “Future Fit”



Priority skills for the future HR professional / function:

How does HR Engage with the Business – Powerful Partnering	Evidence Based HR	Digitalisation	Continuous improvement – Test and Learn approach	Professionalism
<ul style="list-style-type: none"> Relationship Building Influencing Consulting Resilience Stakeholder mapping 	<ul style="list-style-type: none"> HR Data and analytics Science of Human Behaviours 	<ul style="list-style-type: none"> Digital skills for HR OD Strategic Workforce planning Future focused L&D 	<ul style="list-style-type: none"> Performance Management Talent and Resourcing Employee Engagement etc. 	<ul style="list-style-type: none"> Ethics, Values and Integrity Career pathways Chartership Credibility



Recognise

Define

Diagnose

Build

Recognise

Sustain

- Commitment to the highest standard
- Credibility and profile
- Exposure
- Opportunities
- Flexibility



Sustain

Define

Diagnose

Build

Recognise

Sustain

- VUCA
- Dynamic world
- Cultural changes
- Subject Specialists
- Flexibility & Adaptability



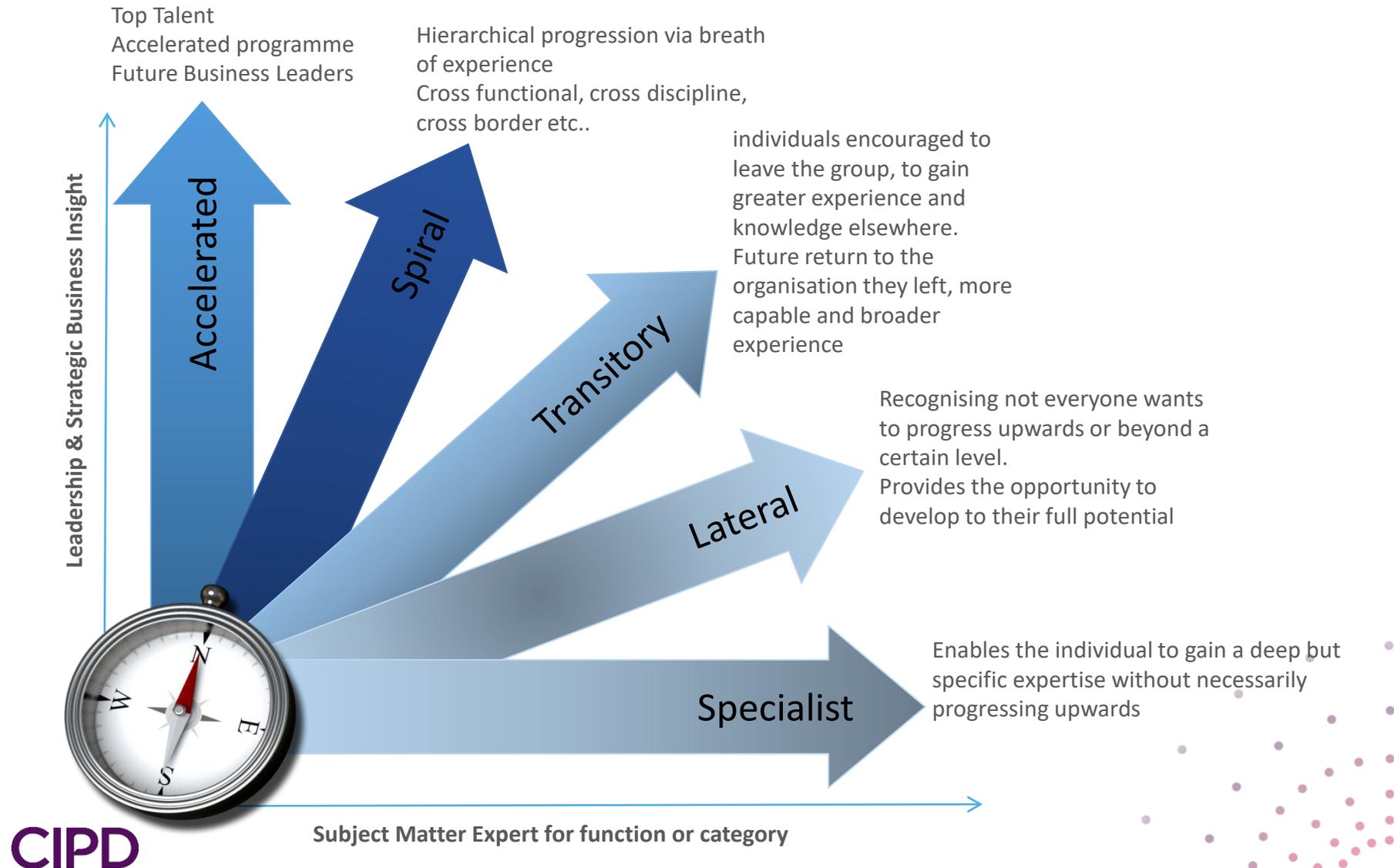
Career Pathways

“Learning quicker than the pace of change and quicker than the competition is the only true competitive advantage” (De Geus 1983).

- Market trends indicate, focus on increased career control
- 42% of people do not aspire for upwards progression
- Employee Engagement is critical
- Different people – Different drivers



Multiple Career Pathway Concept



Linear / Accelerated

- Traditional Model
- Hierarchical Structure
- Upwards = Success?
- Rate of Progression
- Sustainability

Main Drivers -Typically driven by progression, power, profile or sense of achievement



Transitionalary

- Develop sector/industry specialisms
- Sideways movement
- Sabbaticals
- Focus on diversity of roles



Lateral

- Model for all
- Expert aspiration
- Progression?
- Self satisfaction

Main Drivers– Stability, avoidance of adversity, job satisfaction, balance



Spiral

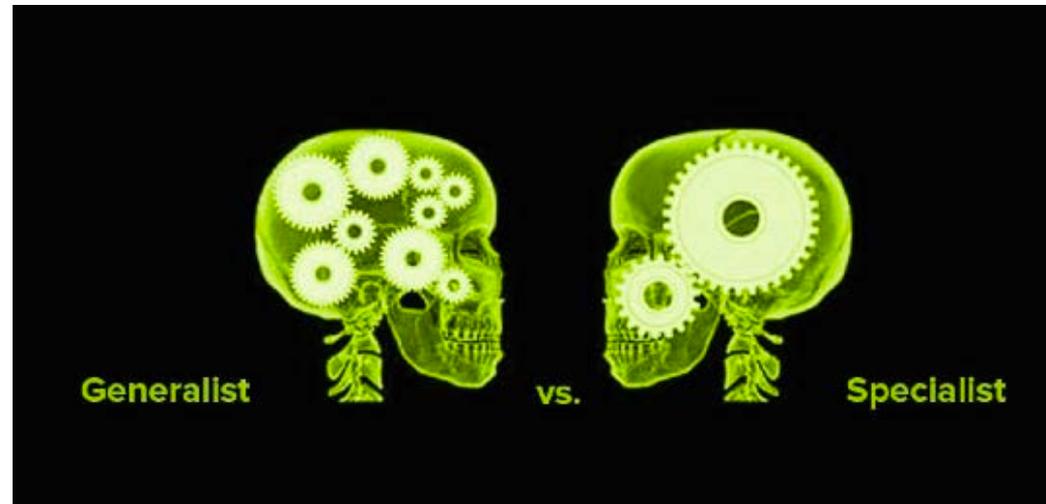
- Broadening of Skills
- Cross Border / Cross Function
- Cultural Awareness
- Sustainability

Main Drivers – Personal growth in their chosen direction. The ability to develop a range of skills and experience



Specialist / Expert

- Depth of Expertise
- Thought leader
- Ability to challenge
- Provide insight
- Research focused
- Fine detail



Main Drivers – Profile, stability, predictability



Develop yourself: CIPD Career Hub

The screenshot shows the CIPD Career Hub website. At the top, there's a navigation bar with 'My Profile | FAQs | Logout' and a secondary bar with 'My Dashboard | My Tools | My Career | My CPD Learning | My Jobs'. The main content area features a featured article 'THE TOP 8 MARKETING SKILLS OF 2015' with a 'LAUNCH' button. Below this are sections for 'WELCOME' (featuring Claire Bishop), 'EXPERT ADVICE' (featuring Julia Gardner), and 'YOUR ACTIVITY' (noting no recent activity). A search bar is present. The main content is divided into four columns: 'USING THE CIPD CAREER HUB' (listing skills like Contribution, Responsibility, Perseverance, Vision, Goal, Knowledge, Potential, Ethic, Development, Training, Ability, Education, Skill), 'MY CPD RECOMMENDATIONS', 'BE PROMOTION READY', and 'GETTING THE JOB'. There are also sections for 'TWITTER FEED', 'MEMBERS ACTIVITY', and 'BROWSE E-LEARNING' with a grid of 8 article thumbnails, each with a 'NEW' tag. The thumbnails include titles like 'Pros and cons of job sharing', '4 career success secrets', 'Socialising: an essential job requirement', 'Coaching to drive performance: feedback', 'Recruiting for success - part 1', 'Communicating through', 'Recruiting for success - part 2', and 'How to hear feedback'.



CIPD Career Self Management

CIPD career hub My Profile | FAQs | Logout

My Dashboard My Tools My Career My CPD Learning My Jobs

GIVING FEEDBACK
20 Apr 2015
Feedback is a vital for our growth, but only if it is given in the right way. This video explains how to ensure feedback is constructive. **LAUNCH**

FEEDBACK

WELCOME
Gill White
You'll find the latest advice on job hunting, practical career planners and e-learning modules.

EXPERT ADVICE
Paul Comben
Career coach who uses a competency based approach with experience in delivering recruitment, outplacement and

YOUR ACTIVITY
7 reasons introverts are more successful
Building Confidence

CIPD Welcome back Ian (STUDENT)
You're currently assessing as a SENIOR PROFESSIONAL

Dashboard Learn more Exit

PREPARE TO WORK AT A DIFFERENT LEVEL
Your assessment results

Click on each area for further information

Summary Development actions Reading & Research Courses & Events

Select a completed area of the map to see your assessment results and recommendations.

Your results for the Core of the Map suggest you are "emerging" or "developing". To help determine which level of membership may be right for you, we recommend you assess yourself against the Job level of "Senior Professional".

Associate Member Chartered Member Chartered Fellow

Emerging Exceeding

How did you do? Use social...

Take another assessment Go to dashboard

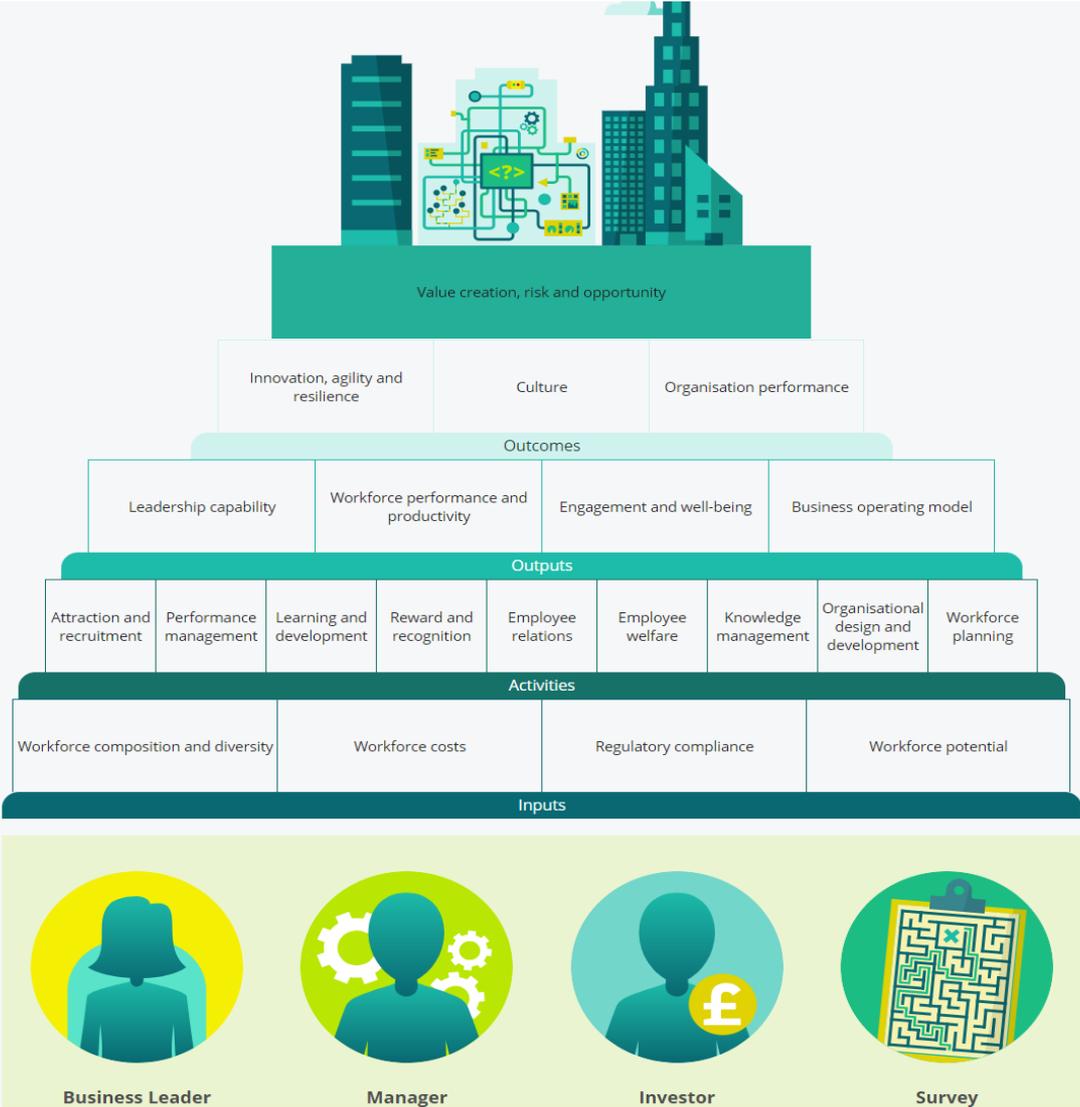
PROMOTION READY

GETTING THE JOB

MEMBERS ACTIVITY

Interview Simulator	52 minutes ago
CV Builder	54 minutes ago
Action Plan	55 minutes ago
Welcome page (Chartered & Fellow)	1 hour ago

Valuing Your Talent Website



Additional Resources

[5 CIPD Podcasts on Career Pathways](#)

[Attitudes to Employability & Talent](#)

[Resourcing & Talent Planning Survey](#)

[Talent Management Factsheets](#)

[Human Capital Measurement & Reporting](#)

[Employee Outlook Report](#)

[CIPD Profession Map](#)

[CIPD Career Hub](#)

[CIPD Career Management Webinars](#)

