

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 insights into the Career Paths of others 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

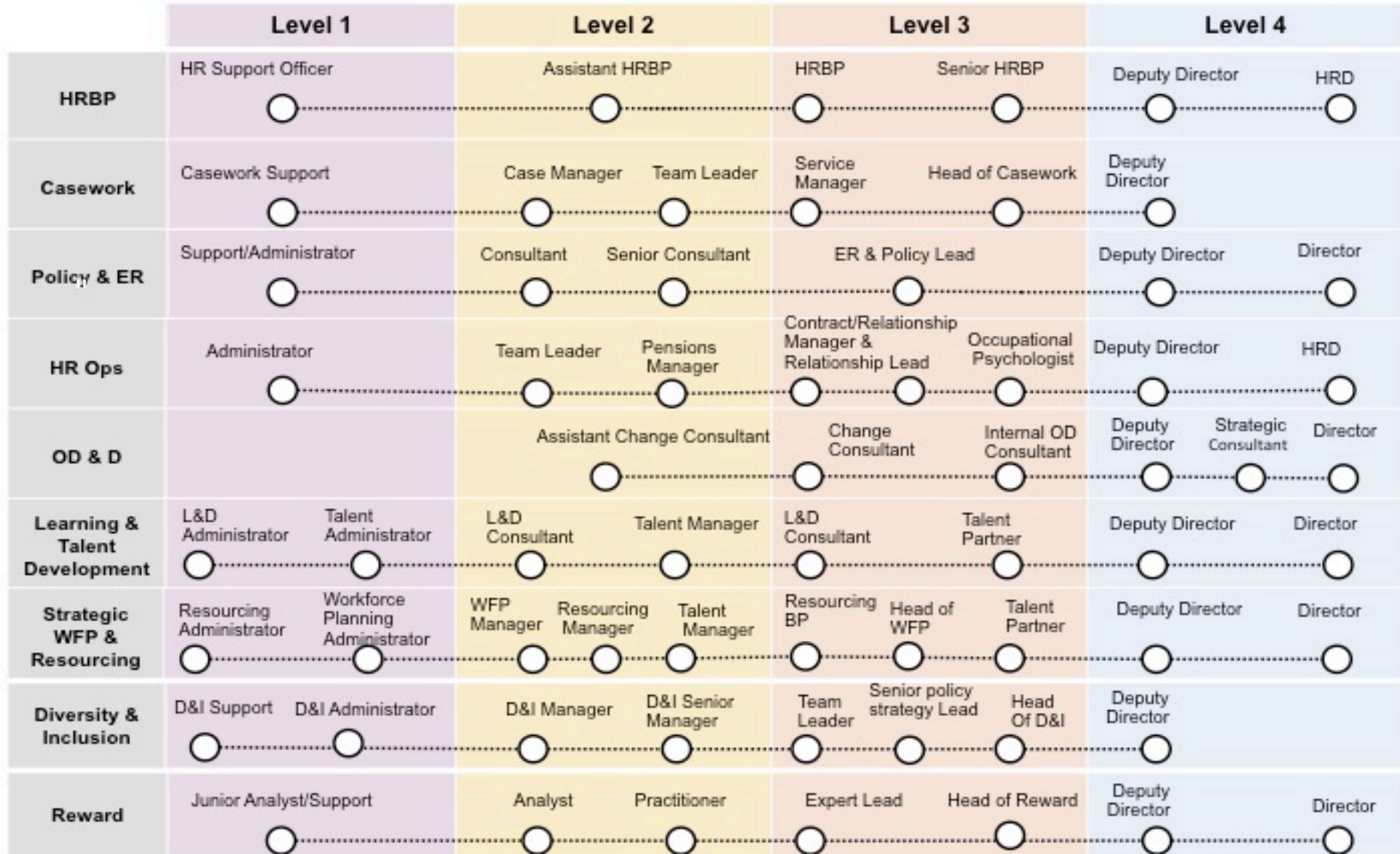


Reward

HRBP Career Pathway Menu



Click on the job family title to view more information





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



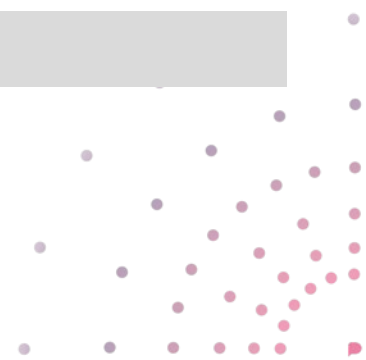
The HRBP Career Pathway



	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

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

CHUB

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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[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.

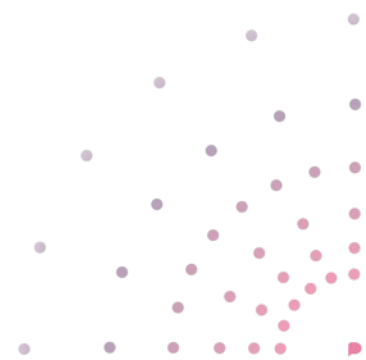
Your Career Path

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- 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

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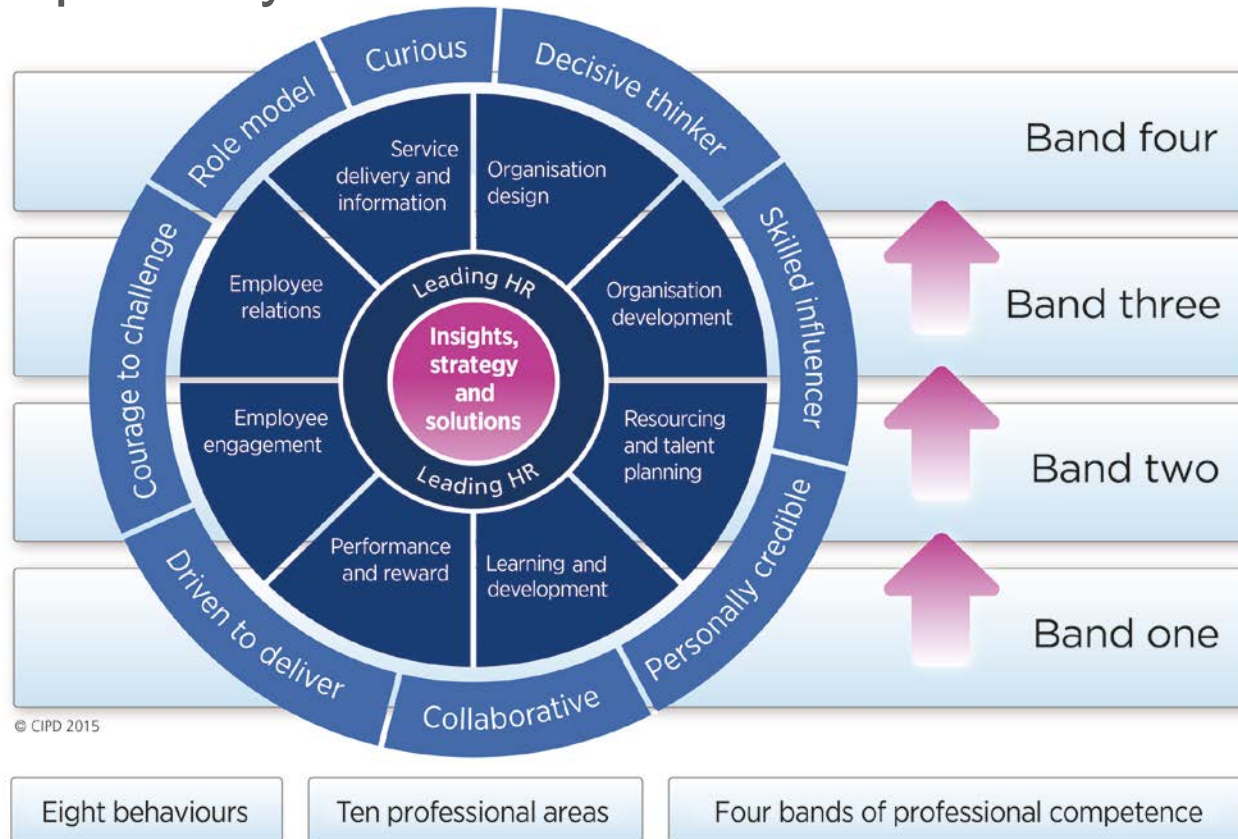


[View Worksheet](#)



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.



Capability Process

Define



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

Diagnose



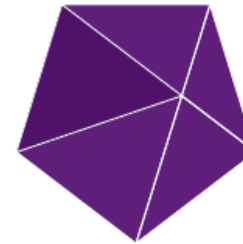
Assess skills and capability against our internationally-recognised standards.

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

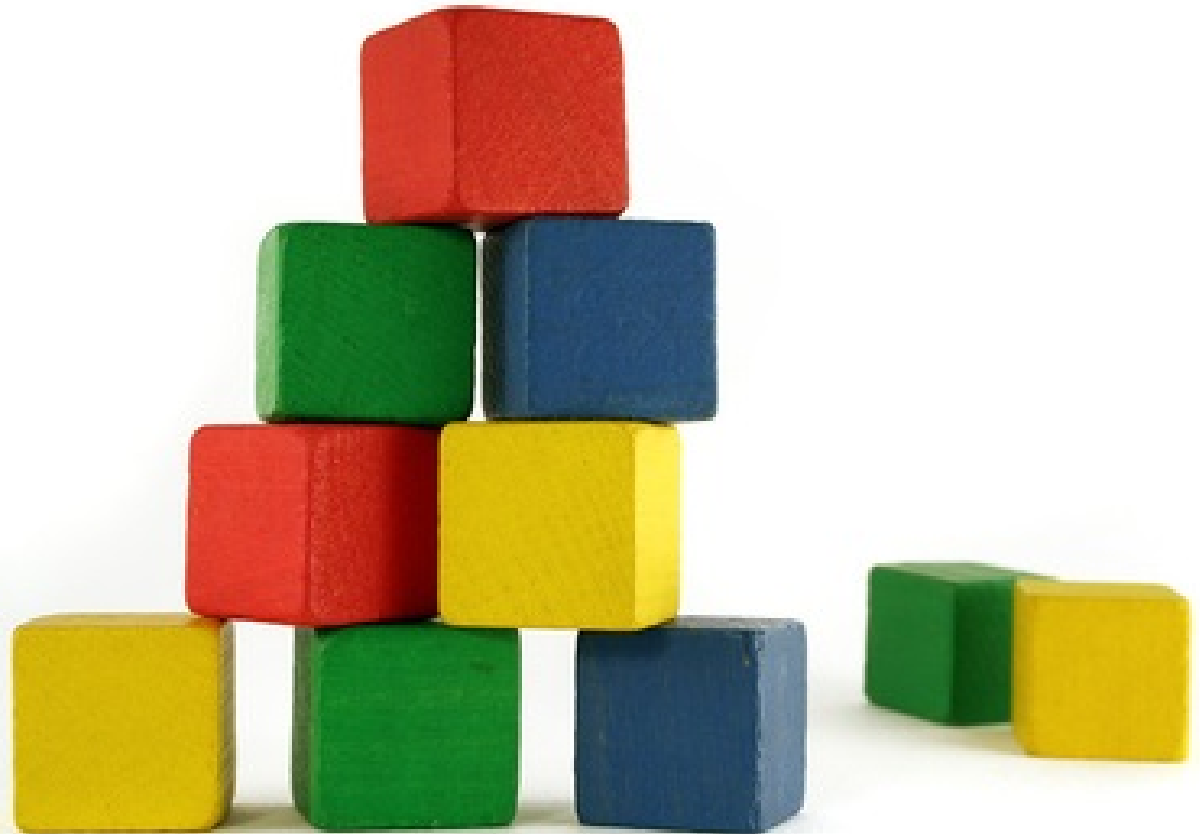
Diagnose

Build

Recognise

Sustain

- Future Fit
- Capability
- Agility
- Credibility





Build – HR Skills for “Future Fit”

Define

Diagnose

Build

Recognise

Sustain

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 BuildingInfluencingConsultingResilienceStakeholder mapping	<ul style="list-style-type: none">HR Data and analyticsScience of Human Behaviours	<ul style="list-style-type: none">Digital skills for HRODStrategic Workforce planningFuture focused L&D	<ul style="list-style-type: none">Performance ManagementTalent and ResourcingEmployee Engagement etc.	<ul style="list-style-type: none">Ethics, Values and IntegrityCareer pathwaysChartership Credibility

Continuing Professional Development

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



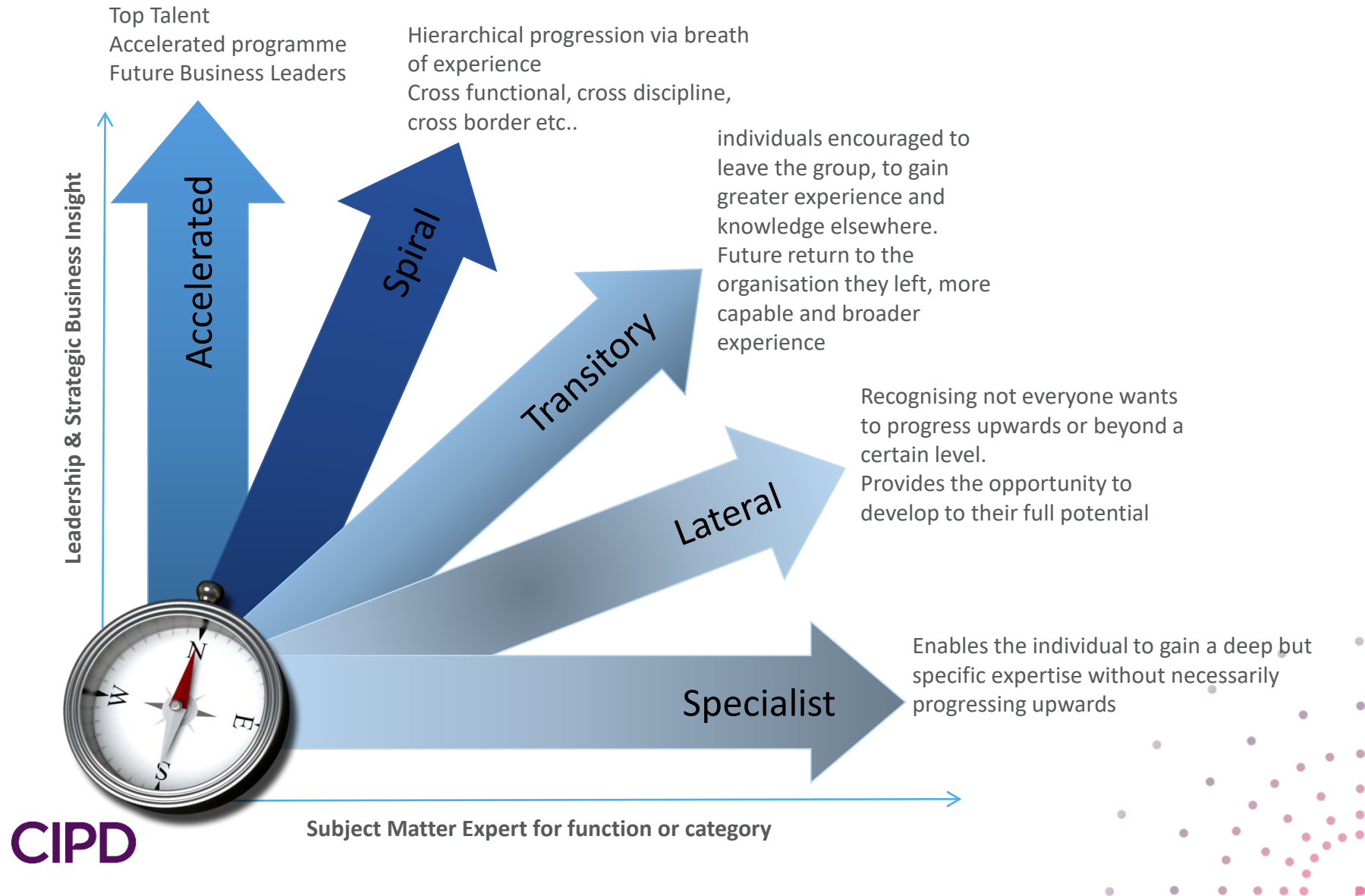
Career Pathways

“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



Transitional

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



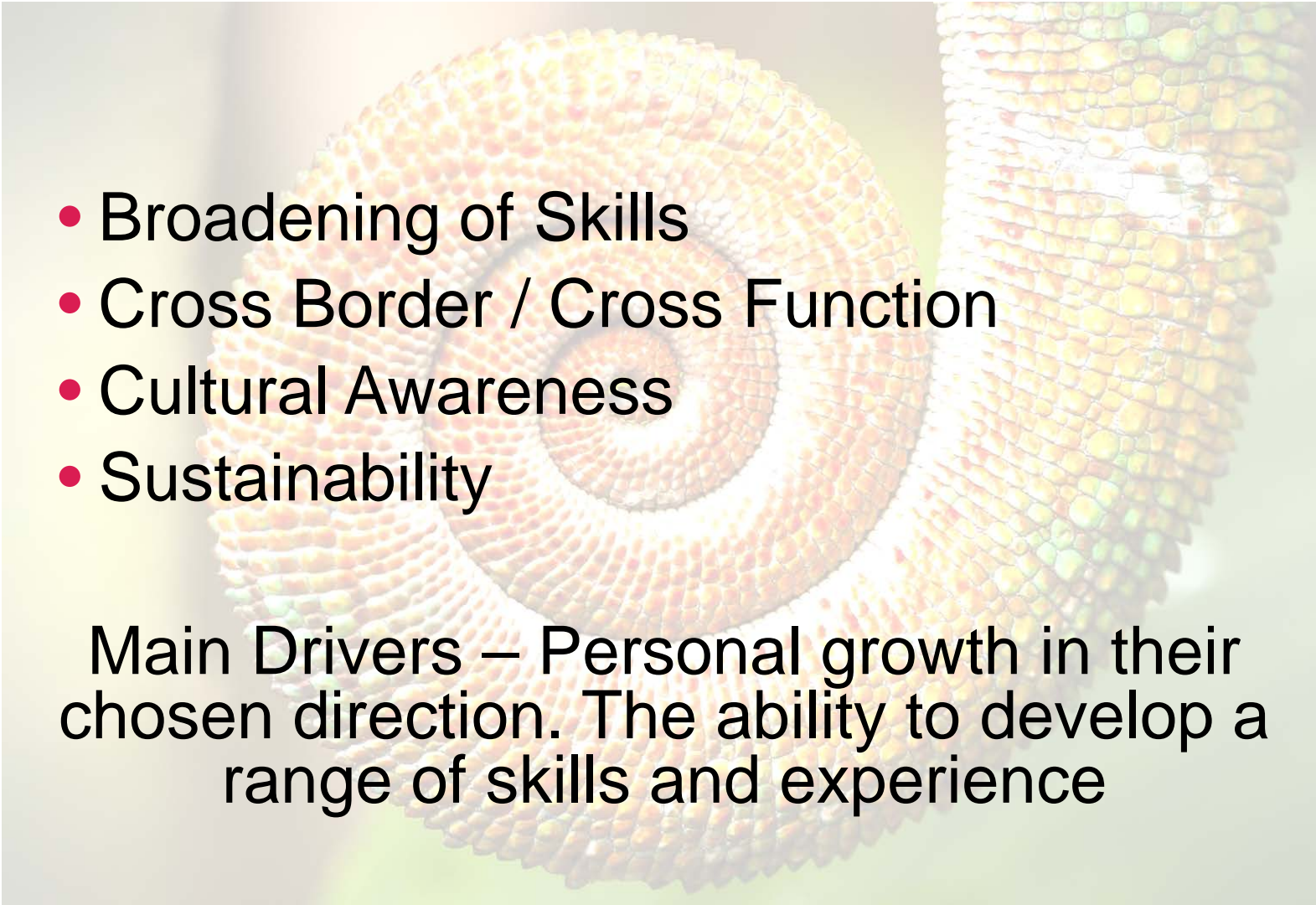
Lateral

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

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



Spiral

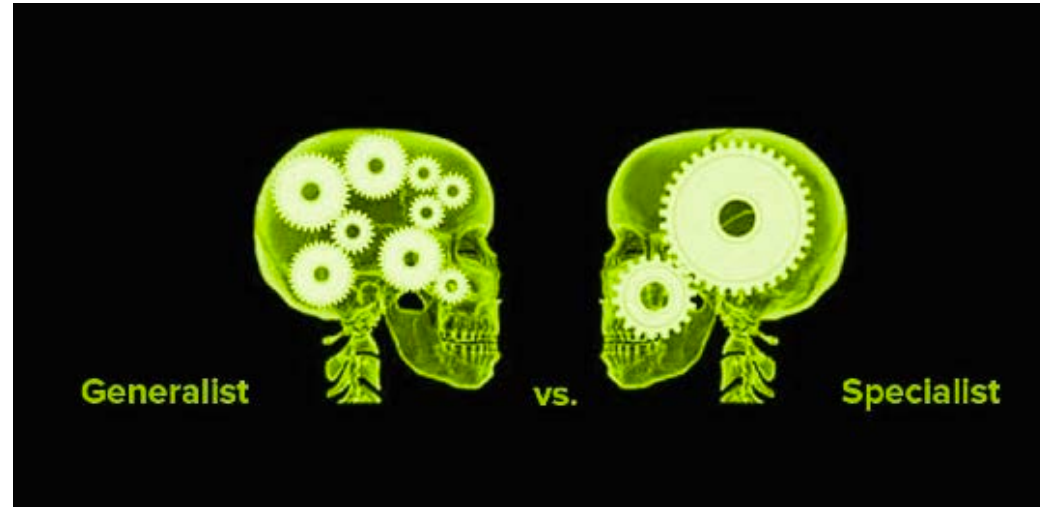
- 
- Broadening of Skills
 - Cross Border / Cross Function
 - Cultural Awareness
 - Sustainability

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', and 'My Jobs'. The main header features the 'CIPD career hub' logo. Below this, a featured article titled 'THE TOP 8 MARKETING SKILLS OF 2015' is displayed. The content area is divided into sections: 'WELCOME' with a message from Claire Bishop, 'EXPERT ADVICE' from Julia Gardner, and 'YOUR ACTIVITY' showing no recent activity. A search bar is present. Below these are four featured articles: 'USING THE CIPD CAREER HUB', 'MY CPD RECOMMENDATIONS', 'BE PROMOTION READY', and 'GETTING THE JOB'. Further down, there are sections for 'TWITTER FEED', 'MEMBERS ACTIVITY', and 'BROWSE E-LEARNING' which displays a grid of 12 e-learning modules, each with a 'NEW' tag and a brief description.



CIPD Career Self Management

The screenshot displays the CIPD Career Hub interface. At the top, the header includes 'CIPD career hub' and navigation links: 'My Profile', 'FAQs', 'Logout', 'My Dashboard', 'My Tools', 'My Career', 'My CPD Learning', and 'My Jobs'.

A prominent banner titled 'GIVING FEEDBACK' dated '20 Apr 2015' features a video player and a 'LAUNCH' button. To the right, a 'FEEDBACK' graphic shows a hand holding a blue pin.

The main content area is divided into sections:

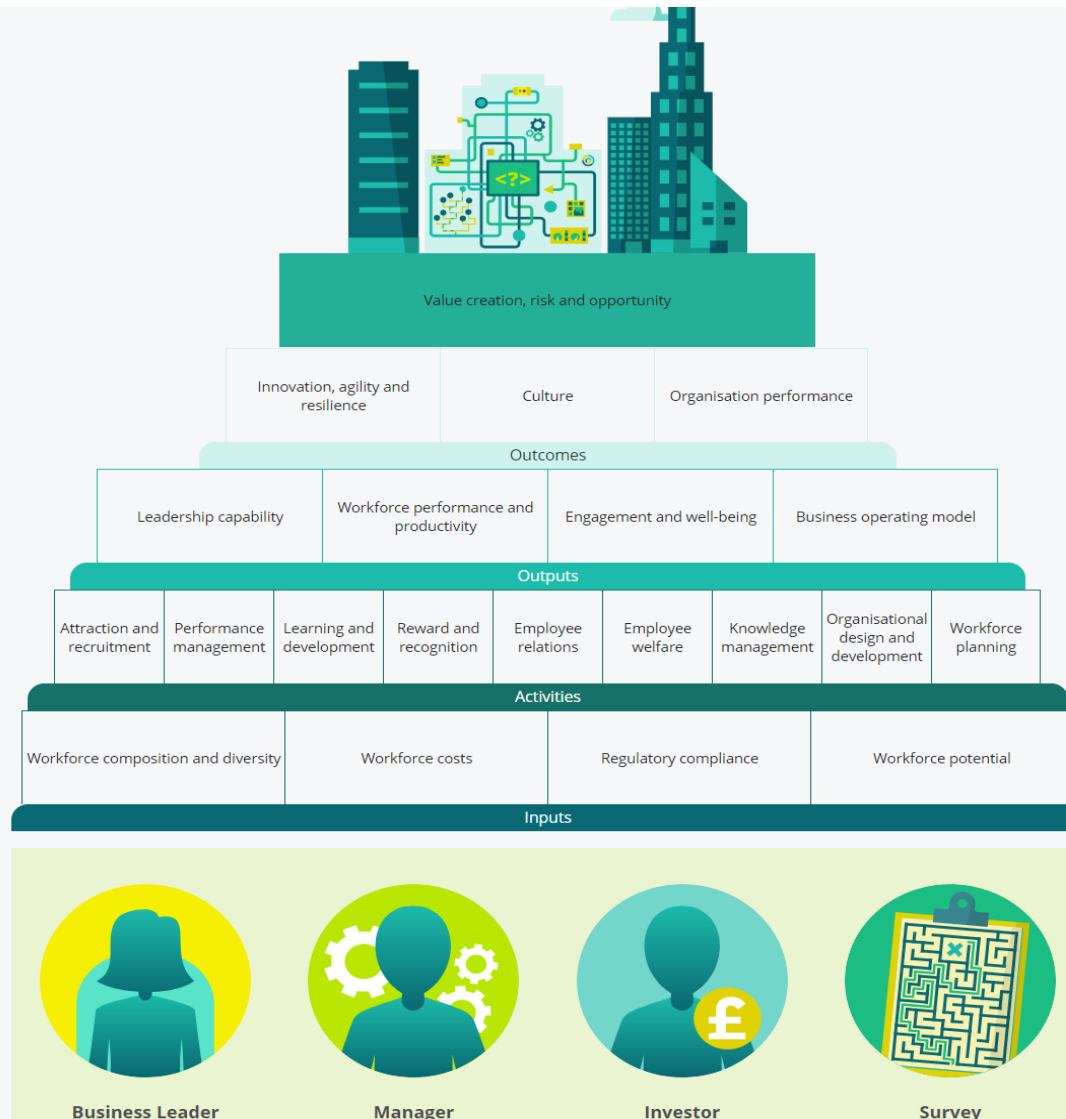
- WELCOME:** A greeting from Gill White, a Senior Professional, with a brief description of the hub's purpose.
- EXPERT ADVICE:** A section featuring Paul Comben, a career coach, with a brief description of his expertise.
- YOUR ACTIVITY:** A list of recent activities, including '7 reasons introverts are more successful' and 'Building Confidence'.

Below these sections, a large assessment result is displayed under the heading 'PREPARE TO WORK AT A DIFFERENT LEVEL'. It includes a circular map with various career development areas and a summary of results. The map is divided into four quadrants: 'Core of the Map', 'Developing', 'Promotion Ready', and 'Getting the Job'. The 'Core of the Map' is highlighted, indicating the user's current level. The 'Developing' quadrant is also highlighted, suggesting areas for improvement. The 'Promotion Ready' and 'Getting the Job' quadrants are also visible.

The assessment results section includes a 'Summary' tab and a 'Click on each area for further information' instruction. It also provides a 'Select a completed area of the map to see your assessment results and recommendations.' instruction.

At the bottom, there is a 'MEMBERS ACTIVITY' section listing recent activities viewed by members, such as 'Interview Simulator', 'CV Builder', 'Action Plan', and 'Welcome page (Chartered & Fellow)'.

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](#)

