## Introduction

HR roles within the Civil Service are diverse, challenging and rewarding. There are over 3,500 HR professionals in the Civil Service, within the central Civil Service HR function and within departments. 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.

### Career Pathways

We have developed career pathways to help HR professionals develop their HR career within the Civil Service. There are nine job families in the Civil Service HR profession.

- HR Business Partner
- Casework
- Policy and Employee Relations
- HR Operations
- Organisational Design and Development
- Learning and Talent Development
- Strategic Workforce Planning and Resourcing
- Diversity and Inclusion
- Pay and Reward

### The Career Pathways guide is designed to:

- Help you explore the variety of roles, skills and experiences a career in the Civil Service HR profession offers.
- Help you with your career planning and find ways to progress your career within Civil Service HR.
- Give you insights into the careers of Civil Service HR professionals through case studies and biographies.
- Provide an overview of the HR profession for those considering a career in HR.
In such a diverse profession there is no such thing as a single career path. Very few Civil Service HR leaders have taken a vertical route to leadership. The Civil Service HR profession is full of diverse and interesting people doing amazing things. The variety of opportunity that comes from such a large and complex organisation is unrivalled.

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**The Functional Model**

"We need to evolve the centre of Government to one which contains strong core functions. We need to build capability [and] 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, speaking at the Institute for Government, 2015
### HR Career Path at a glance

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<tr>
<td>HR Support Officer</td>
<td>Casework Support</td>
<td>Support/Administrator</td>
<td>Administrator</td>
<td>L&amp;D Administrator</td>
<td>Resourcing Administrator</td>
<td>D&amp;I Support</td>
<td>Junior Analyst/Support</td>
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<tr>
<td>Assistant HRBP</td>
<td>Case Manager</td>
<td>Consultant</td>
<td>Team Leader</td>
<td>Talent Administrator</td>
<td>Workforce Planning Administrator</td>
<td>D&amp;I Administrator</td>
<td>Analyst</td>
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<tr>
<td>HRBP</td>
<td>Service Manager</td>
<td>Senior Consultant</td>
<td>Pensions Manager</td>
<td>L&amp;D Consultant</td>
<td>WFP Manager</td>
<td>D&amp;I Manager</td>
<td>Practitioner</td>
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<tr>
<td>Senior HRBP</td>
<td>Head of Casework</td>
<td>ER &amp; Policy Lead</td>
<td>Contract/Relationship Manager &amp; Relationship Lead</td>
<td>Talent Manager</td>
<td>Resourcing</td>
<td>D&amp;I Senior Manager</td>
<td>Expert Lead</td>
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<td>Deputy Director</td>
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<td>Strategic Consultant</td>
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**Level 1**
- HR Support Officer
- Casework Support
- Support/Administrator
- Administrator
- L&D Administrator
- Resourcing Administrator
- D&I Support
- Junior Analyst/Support

**Level 2**
- Assistant HRBP
- Case Manager
- Consultant
- Team Leader
- Talent Administrator
- Workforce Planning Administrator
- D&I Manager
- Analyst

**Level 3**
- HRBP
- Service Manager
- Senior Consultant
- Pensions Manager
- L&D Consultant
- WFP Manager
- D&I Senior Manager
- Expert Lead

**Level 4**
- Senior HRBP
- Head of Casework
- ER & Policy Lead
- Contract/Relationship Manager & Relationship Lead
- Talent Manager
- Resourcing
- Senior Policy Strategy Lead
- Head of Reward

**HR Career Pathways**
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<th>Contents</th>
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<tbody>
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<td>HR Business Partnering</td>
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<td>Casework</td>
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<tr>
<td>Policy &amp; Employee Relations</td>
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<td>HR Operations</td>
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<td>Organisation Design &amp; Development</td>
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<td>Learning and Talent Development</td>
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<td>Strategic Workforce Planning &amp; Resourcing</td>
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<td>Diversity &amp; Inclusion</td>
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<tr>
<td>Pay and Reward</td>
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Why choose a career in 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. HRBPs are seen as leaders both within the business and HR.

HRBPs actively contribute to the HR profession and work on cross Government people challenges. HRBPs are expected to get involved in both cross Civil Service HR work, as well as corporate Departmental activities. HRBPs play an important role with many key stakeholders. They provide:

- intelligent challenge in the development and delivery of business strategy and transformational change;
- continuous improvement and insight that will enable business outcomes both now and for the future; and
- business insight into the development and delivery of people strategies.

Providing an objective view, HRBPs also act as intelligent customers of the wider HR Function on behalf of the business.

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; and
- capacity planning including succession and capability.

**The HR Business Partner ‘Career Offer’**

The HR Business Partner job family provides the opportunity to work in a fast paced, challenging environment. You can make a real difference in delivering business outcomes.

You will have plenty of opportunities to develop your own networks, knowledge, career and professionalism. You are expected to have a strong capacity for personal development.

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. This will be in the context of engaging with, and influencing, the people agenda across Government.

In progressing your career you will be supported in accessing a wide range of development opportunities across Government. You will be encouraged to take advantage of a number of different HR roles, across a wide range of contexts to build your capability.

The HR Business Partner job family offers a breadth of exciting opportunities where no two days are ever the same.
# The HRBP Career Pathway

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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<tbody>
<tr>
<td></td>
<td>HR Support Officer</td>
<td>Assistant HRBP</td>
<td>HRBP</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Overview</td>
<td>Those new to HRBP, in lower grades and junior generalists.</td>
<td>HRBP practitioners; fully effective in their role.</td>
<td>Subject specialists at the peak of their theoretical knowledge and practical experience.</td>
<td>Senior Generalists; SCS heads of profession areas.</td>
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<tr>
<td>Case Studies</td>
<td>&quot;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.&quot;</td>
<td>&quot;I business partner a project which manages a large-scale schedule of TUPE and COSoP transfers of staff from different organisations and agencies&quot;</td>
<td>&quot;My role is key in supporting the organisation in transforming and I enjoy the challenges this brings&quot;</td>
<td>&quot;My current role includes providing strategic advice to the DWP Operations Executive Team&quot;</td>
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</table>
Level 1: HR Support Officer

Overview
HR Support Officers typically work as part of a small team to provide support to HR Directors, HR Deputy Directors (HRDs), 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.

Key Skills

- 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 own feet and work at pace, reacting to and resolving issues as they arise.
- Prioritise and organise own work and that of others.
- Knowledge of the various ways that technology can improve engagement and communication.
- Show understanding of equality and diversity, and how it can enhance 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:

- Charted Institute of Personnel and Development (CIPD) Associate Membership/level 3 Certificate in HR Practice.
- S/NVQ Level 3/4 – Business Administration.
- HR Apprenticeship.
Level 1: HR Support Officer

**Core Activities**

- 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 channelling 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.

**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.
Level 1: HR Support Officer - Case Study 1

Current Department: Her Majesty’s Revenue and Customs (HMRC)

“I have worked for HMRC for 17 years and moved into my HR role in 2015.”

“I work for the HR Director for Customer Compliance Group, Private Office as a Project and Secretariat Manager which is a fast paced role. I support my HR Director, HRBP’s, Directors and Deputy Directors in the business as secretariat.

I provide secretariat for People Committee and Trade Union meetings. I am able to confidently liaise, collate and cascade information and deal with any issues that may arise. By dealing with senior leaders I have expanded my knowledge and developed my organisation and HR skills.

As a Project Manager, I am involved in a wide range of HR projects from recruitment to office closures. This has increased my networking skills across the department and within my team. I have gained a good understanding of HR policies and procedures.

I was awarded the ‘Be Corporate ‘award at the HR awards in March for my work in a HR Grade 7 recruitment campaign. I am currently learning more about HR data and how to analyse the information which will aide me in my every day work and support my HR Director, team and the Customer Compliance Group Director General.

I am the Portfolio holder for Business Continuity which involves looking into the risks if there was an emergency within the department. I am studying towards my CIPD, level 3 in HR Practice which is increasing all my HR skills and knowledge and helping me work towards my goal of becoming an assistant HR Business Partner. I would recommend this career path for anyone that has drive and ambition.”
Level 1: HR Support Officer - Case Study 2

Current Department: **Department for Work and Pensions (DWP)**

I started my career in the Civil Service 30 years ago and moved into Human Resources by accident as the redeployment team I was working in moved into HR as part of a wider re-organisation 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 re-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, the job is far more complex than that 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, but some of the recent activities 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.

Last year, 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, whilst at the same time providing real business benefit back into HR. 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.”
HRBP Pathway Level 1: Summary

Level 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. This may include providing an efficient secretariat support, prioritising incoming work and ensuring that it is dealt with and actioned appropriately. HR Support Officers may also have opportunity to lead small projects on behalf of the HR team.

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<td>Prioritise and organise own and work of others.</td>
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<td>Have an understanding of HR priorities for the Civil Service and also individual departments and what they mean in practice.</td>
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<tr>
<td>Good drafting/written skills.</td>
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<td>IT skills such as word, excel and PowerPoint.</td>
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Key Skills

- Providing a central administrative and support service for the HR team and senior members of their teams, including drafting communications to colleagues, commissioning or producing briefing papers and assisting in the preparation of presentations, as required.
- Producing and using HR metrics, performance and informal feedback to identify continuous improvement opportunities; ensuring the HR team is aware of issues and trends.

Core Activities

- 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.

The ‘Step-up’

- 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.
Level 2: Assistant HRBP

Overview
Assistant HRBPs typically work as part of a wider HRBP team providing strategic partnering support, challenge and HR advice. They will act as a ‘critical friend’ and coach to an allocated business Leadership team and their business area, or lead specific projects on HR topics.

Assistant HRBPs may also take on a lead or portfolio role across their HRBP team such as people engagement or developing a strategy to reduce sickness absence.

Key Skills
- Ability to lead and make strong and influential relationships with a broad range of stakeholders.
- Analyse HR and business metrics and Research insight and develop solutions.
- Influence decision making in business context, shaping and influencing others.
- Facilitate successful change management techniques and champion the importance of engaging leaders and employees in the change.
- Link people activities and interventions to a business outcome.
- Understands the key drivers of employee engagement, and how to coach leaders to understand and create value from them.
- Knows employee relations issues and risks and knows how to engage and coach leaders.
- Knows how to implement people initiatives. Understands and develops metrics to measure impact.
- Understands or can access the broad legal context in which HR operates and can apply this to mitigate organisational risk.
- Explores what external HR leaders and organisations are doing in the people space. Considers how lessons may apply to own organisation.

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

Core Activities
- Translate business requirements into prioritised people requirements.
- Act as change agent to enable transformation and change across businesses.
- Contract the HR Offer / Business Partner (BP) role within the business.
- Provide HR insight and input into the development and delivery of business strategy.
- Applying HR Knowledge to particular business challenges.
## Level 2: Assistant HRBP

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<th>Share accountability for leading continuous improvement in business outcomes by coaching and influencing leaders in:</th>
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<tr>
<td><strong>Leadership</strong></td>
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<td><strong>Employee engagement</strong></td>
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<td><strong>Performance</strong></td>
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<td><strong>Reward</strong></td>
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<tr>
<td><strong>Talent management and succession planning</strong></td>
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<td><strong>Workforce Planning and Recruitment</strong></td>
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<td><strong>Capability and Skills</strong></td>
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<td><strong>Equality, Diversity and Inclusion and</strong></td>
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<td><strong>Employee Relations e.g. Trade Unions</strong> (at a more tactical/liaison level).</td>
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<tr>
<th><strong>The ‘Step-up’ Progression</strong></th>
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<tbody>
<tr>
<td><strong>HRBP/SHRBP (and/or other HR job families at Level 3).</strong></td>
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<tr>
<td><strong>Build evidence portfolio for CIPD Chartered Membership.</strong></td>
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<td><strong>Develop personal leadership style and role model behaviours.</strong></td>
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<th>You will be doing more of:</th>
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<td><strong>Working directly with Senior Leaders.</strong></td>
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<tr>
<td><strong>Organisational Design and Development (Typically working closely with an HRBP).</strong></td>
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<tr>
<td><strong>Strategic Workforce Planning related activities.</strong></td>
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<tr>
<td><strong>Building professional networks.</strong></td>
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<td><strong>Taking accountability for outcomes where appropriate.</strong></td>
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<td><strong>Administration.</strong></td>
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<td><strong>Organising work for others.</strong></td>
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### Learning and Development Opportunities

- **Job shadowing Human Resource Directors (HRDs), SHRBP 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.**
- **Organisational Design and Development Programmes.**
- **Skills learning such as Making an Impact and Communicating.**
Level 2: HRBP - Case Study

Current Department: Department for Environment, Food and Rural Affairs (DEFRA)

“On a typical day the first thing I will do is review my diary for the next few days and book my live captioning service for any teleconferencing meetings coming up, which provides real time captioning of speech via my laptop or smartphone (like subtitles on the television). I am profoundly deaf and I lip-read so I need this service for meetings where any participants are attending via telephone. I’ll then check my emails. Today I received an urgent request to prepare a briefing for our head of HR who is meeting with some agency staff transferring across to DEFRA group. What follows is a flurry of activity where I simultaneously draft the briefing, chat on Messenger with my project manager to talk through what might be required, and email the various HRBPs who have the data that I need.

I do about half of a rough draft before I leave the office to chair a focus group with staff in scope to transfer across into DEFRA group to explore their main concerns and information gaps. This has the dual purpose of encouraging stakeholders to engage with the process, and helping me to intelligently design a welcome pack and induction checklist that meets their needs ahead of transfer. Although most attendees are physically present, one is dialling in so I have pre-booked my captioning service and use my laptop to access this during the meeting. This is extremely useful for note-taking purposes as well as I cannot take notes while lip-reading.

Back at the office I continue to work on the briefing for the HR Director. Once completed my manager reviews the draft and makes a few suggestions for change, which I implement. I then send the briefing to the HR Director for use in her meeting. To finish off the day I edit the notes from the focus group into a list of topics the welcome pack needs to cover. I also email the HRBPs and business leads of the functions with the main findings so that they can start preparing their contributions to the welcome packs.”
# HRBP Pathway Level 2: Summary

At level 2 on the HRBP Pathway you will typically work as part of a wider HRBP team providing strategic partnering support, challenge and HR advice, acting as a ‘critical friend’ and coach to an allocated business Leadership team and their business area, or lead specific projects on HR topics.

<table>
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<td><strong>Key Skills</strong></td>
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<tr>
<td>• Strong analytical and numerical skills.</td>
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<td>• Data analysis skills.</td>
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<td>• Knowledge of up to date HRBP policies and strategies.</td>
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<td>• Advanced ability to use Excel and other software packages.</td>
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<td>• Strong communication skills.</td>
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<td>• A solid level of technical HR understanding.</td>
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<tr>
<td>• Ability to manage own time and a small/medium team.</td>
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<tr>
<td>• Project management: Manage distinct projects.</td>
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<tr>
<td><strong>Core Activities</strong></td>
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Level 3: HRBPs and Senior HRBPs

Overview

HRBPs and Senior HRBPs are the face of HR. They influence and challenge the size, shape, capability and location of a workforce. Using Organisational Design and Development and Strategic Workforce Planning, they will ensure the business is set up to deliver.

HRBPs operate at a strategic level as HR Leaders and also form part of business leadership teams across Departments. They provide an objective view and challenge, helping shape business direction and achieving business outcomes. On behalf of the business they will act as an intelligent customer into the wider HR Function.

HRBPs work as part of a wider HRBP team providing strategic partnering support, challenge and HR advice. They will act as a ‘critical friend’ and coach to an allocated Leadership team and their business area, and/or lead specific projects on HR topics. HRBPs may also take on a portfolio role across their HRBP team e.g. developing strategies to improve people engagement or resourcing.

A Senior HRBP role will be similar to that of a HRBP but operating at a broader and more senior level shaping wider organisational strategies and transformational change. SHRBPs may manage a HRBP team and/or take on a portfolio role across their HRBP team. HRBPs and Senior HRBPs work closely with HR ‘centres of expertise’ sharing views and insight from their business areas. This insight will inform Departmental wide People strategies (such as informing the requirements for Leadership Development Programmes).

Key Skills

- Strong adaptable leadership showing resilience, tenacity with ethical integrity. Also, strong communication and interpersonal skills, including the ability to lead and forge strong and influential relationships with a broad range of diverse and demanding senior stakeholders.

- Knows how to interrogate and analyse HR and business data and how to draw insight from them.

- Has, or can quickly build, a strong understanding of the Department’s strategy, performance goals and drivers, as well as the sector in which it operates.

- Understands and speaks the ‘language of the business’, has business ‘savvy’, and how to translate the organisation plan into a people plan by being curious, confident and solutions focused.

- Is flexible and creative in responding to complex business challenges and the changing operational environment.

- Understands and role models the digital world from both the perspective of HR and how it is transforming the Department’s business, the experience of our people and customers.
Level 3: HRBPs and Senior HRBPs

- Shapes and drives delivery of successful change and transformation processes and stresses the value of engaging employees in change.
- Knows how to design and develop people activities and interventions to improve business outcomes.
- Understands the key drivers of employee engagement, and how to coach leaders to understand and create business value from them.
- Understands the employee relations landscape – influencing and coaching the business.
- Understands or can access the broad legal context in which HR operates and can apply this to mitigate organisational risk.
- Joining up/Working and commissioning across other teams e.g. finance, commercial.

**Demonstrate a commitment to own personal development**

Including knowing what external HR ‘thought’ leaders and benchmark organisations are doing in a variety of areas and considers how lessons may apply to own organisation, bringing back insight.

**Core Activities**

- Coaches/challenges business leaders to understand, assess and improve team capability and capacity and which factors impact on ability to deliver business outcomes. Can involve giving difficult feedback and include assessing impact of design on factors such as behaviour, attitudes, culture, systems and communication, feeding insights to wider HR function.
- Builds trusted relationships, acting as a confidant and forms alliances with internal/external stakeholders to scan for emerging trends/best practice. Is adept at strategic relationship mapping.
- Ensures business leaders understand and are engaged with talent identification and succession activities including advocating CS/Departmental programmes.
- Works flexibly and collaboratively across business and HR functions to ensure effective planning and execution of organisational and structural changes as well as deployment of HR resource and expertise.
- Leads timely and efficient delivery of planned HR programmes into the organisation by communicating programme intent and coaching business leaders to assure delivery/support outcomes. Includes, advocating and deploying organisational development interventions to enable sustainable change; identifies ways to work with resistance and complex problems.
Level 3: HRBPs and Senior HRBPs

- Uses HR and business data analytics, performance and informal feedback to identify/address continuous improvement opportunities; ensuring business leaders understand drivers of employee engagement and relationship between employee and business performance.

- Engages with and utilises HR processes for own development, career planning and performance management. Coaches/influences HR colleagues to focus their contribution on high-priority/high-value delivery to support development of HR capability, including Managing HR professionals in some roles.

### Possible Accreditation Levels
- CIPD Chartered Member
- Level 5 Intermediate/Level 7 Advanced Diploma in HR

### The ‘Step-up’

The Step up at Level 3 is around continuous professional development, expanding technical expertise in Policy and ER, gaining breadth and depth of HR experience, and honing leadership skills.

### In the workplace this may include:
- Developing confidence in communication and influencing skills to engage with large groups, team members and senior stakeholders.
- Building networks across the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.
- Leading on strategic level and complex HRBP projects and activities.

### Gaining understanding and experience across a number of HR deliverables/job families.

### Involvement in managing or establishing commercial contracts and financial budgets.

### Development activities may include:
- Involvement in a corporate, cross-cutting project for the Department or Civil Service Human Resources (CSHR).
- Building evidence portfolio for CIPD Chartered Member.
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Talent Development programmes e.g. Future Leaders Scheme (FLS).
- Gain formal qualifications or specialist learning.
Level 3: HRBPs and Senior HRBPs

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.

• Organisational Design and Development Programmes.

• Skills learning such as Stakeholder Management, Making an Impact and Communicating.
Current Department: Public Health England (PHE)

I currently work as a Senior HR Business Partner at Public Health England, an executive agency of the Department of Health. I support the National Infection Service and Health Protection directorate, so my role involves supporting some of the most eminent scientific leaders in their fields with a wide range of strategic and operational HR issues.

“A typical day for me would involve: Attending senior management team meetings to brief deputy directors and directors on emerging HR issues; reporting on workforce information and initiatives and update on progress against workforce plans and actions; coaching and supporting members of the senior leadership team on any HR issues they may have; managing large scale organisational change and redesign initiatives including supporting our major relocation project; and managing and leading my team of HR Business Partners and HR Advisors in their work supporting the business.

Prior to joining the civil service I worked for the National Health Service (NHS), initially starting my career as an HR Graduate Trainee where I gained my CIPD qualification. I then worked in a number of different public sector roles as HR Advisor, Assistant HR Business Partner and finally HR Business Partner. I have always enjoyed generalist roles which allow me to combine aspects of operational HR, learning and development, organisational design and development, equality and diversity and strategic HR. I have found having a broad range of experience in different organisations and different aspects of HR helpful to me in progressing my career and being able to flex the service and advice offered to the needs of the business.

In my more recent roles I have supported various large-scale programmes of organisational change I have always found this to be challenging but rewarding in terms of being able to see the impact of my work in operation. The part of my role I enjoy most is being closely involved with the divisions of the organisation and supporting them to achieve their goals, acting as a trusted advisor and critical friend in developing any plans or policies which affect the management of people. I build up very close working relationships with the leaders I support and see this as a key strength of the HR Business Partner model.”
# HRBP Pathway Level 3: Summary

<table>
<thead>
<tr>
<th>Level Overview</th>
<th>HRBP Pathway Overview</th>
<th>Your Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HRBPs operate at a strategic level as HR Leaders and also form part of business leadership teams across Departments; providing an objective view and challenge, helping shape business direction and achieving business outcomes and acting as an intelligent customer into the wider HR Function on behalf of the business.</strong></td>
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</table>

<table>
<thead>
<tr>
<th><strong>Key Skills</strong></th>
<th><strong>HRBP Pathway Overview</strong></th>
<th><strong>Your Notes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong adaptable leadership style.</td>
<td>• Ensures that business leaders understand and are fully engaged with talent identification and succession activities including advocating CS/Departmental programmes and processes.</td>
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<tr>
<td>• Strong communication and interpersonal skills, including the ability to lead and forge strong and influential relationships with a broad range of diverse and demanding senior stakeholders.</td>
<td>• Works flexibly and collaboratively across the business and HR function to ensure effective planning and execution of structural changes as well as deployment of HR resource and expertise.</td>
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</tr>
<tr>
<td>• Has, or can quickly build, a strong understanding of the Department’s strategy, performance goals and drivers, as well as the sector in which it operates.</td>
<td>• Works with business leaders to assess the impact of design on factors such as behaviour, attitudes, culture, systems and communication, feeding insights to the wider HR function.</td>
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<table>
<thead>
<tr>
<th><strong>Core Activities</strong></th>
<th><strong>The ‘Step-up’</strong></th>
<th><strong>Your Notes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensures that business leaders understand and are fully engaged with talent identification and succession activities including advocating CS/Departmental programmes and processes.</td>
<td>• Leading the direction.</td>
<td></td>
</tr>
<tr>
<td>• Works flexibly and collaboratively across the business and HR function to ensure effective planning and execution of structural changes as well as deployment of HR resource and expertise.</td>
<td>• Working directly with Senior Leaders.</td>
<td></td>
</tr>
<tr>
<td>• Works with business leaders to assess the impact of design on factors such as behaviour, attitudes, culture, systems and communication, feeding insights to the wider HR function.</td>
<td>• Organisational Design and Development.</td>
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<tr>
<td></td>
<td>• Building wider professional networks (and more across boundaries).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• You will find the step up to the next level will involve more breadth complexity and volume.</td>
<td></td>
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</tbody>
</table>
Level 4: HRBP - Deputy Directors Responsibilities

Overview

HR Directors and Deputy Directors (DDs) are accountable for strategic leadership, partnering and business delivery, part of the business leadership team and also forming part of organisational leadership teams across Departments.

This includes accountability for the development and deployment of people strategies and end to end HR systems/services to develop and transform organisations, including strategic workforce planning, building capability, diversity, inclusion and talent management, reward, organisational and cultural change.

This will typically include developing strategies relating to the HR function itself, including building HR capability and developing talent.

HR Directors have a similar role but typically operate at an executive level across organisations, with broader and more complex accountabilities.

HR Deputy Directors and Directors may also lead and/or act as sponsors for HR or business related projects or priorities and lead HR teams/functions.

Key Skills

Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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, working with both team and system dysfunction.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
Level 4: HRBP - Deputy Directors Responsibilities

- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.

**Demonstrate a commitment to own personal development**
Including knowing what external human resources ‘thought’ leaders and benchmark organisations are doing in a variety of areas and considers how lessons may apply to own organisation.

**Possible Accreditation Levels**
- CIPD Fellowship Level or Level 5 Intermediate in HR Management.
- Major Project Accreditation.

**Core Activities**
- Setting direction and organisational problem solving/consultation, providing an objective view and challenge to shape and steer business direction, performance and outcomes.
- Utilising business insight, to steer and direct organisational workforce strategies.
- Building leadership, capability and people management skills throughout the organisation in a time of change.
- Acting as an intelligent customer into the wider HR Function on behalf of the business.
- Coaches senior leaders to understand, assess and improve the capability and capacity of their team and which factors impact on their ability to deliver business outcomes.
- Accountable for robust HR analytics across organisations.
- Builds relationships and forms alliances with internal and external organisations and networks to scan for emerging trends, innovations, current best practice and to understand the external HR sector.
- Leading and contributing to HR activities across Government.

**The ‘Step-up’**
The Step up at Level 3 is around continuous professional development, expanding technical expertise in Policy and ER, gaining breadth and depth of HR experience, and honing leadership skills.

**In the workplace** this may include:
- Developing confidence in communication and influencing skills to engage with large groups, team members and senior stakeholders.
Level 4: HRBP - Deputy Directors Responsibilities

- Building networks across the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.
- Leading on strategic level and complex HRBP projects and activities.
- Gaining understanding and experience across a number of HR deliverables/job families.
- Involvement in managing or establishing commercial contracts and financial budgets.

**Development activities** may include:
- Involvement in a corporate, cross-cutting project for the Department or CSHR.
- Building evidence portfolio for CIPD Chartered Member.
- Secondments or loans to other sectors or across Civil Service Functions.

- Completing Talent Development programmes e.g. Future Leaders Scheme (FLS).
- Gain formal qualifications or specialist learning within HRBP.

**Further Development Opportunities**
- Job shadowing HRDs and other HR functions.
- Mentoring from other HRDs.
- Mentor from Business Leaders.
- Active participation in cross cutting HR initiatives.
- Completing SCS Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an SRO; and
  - Leading others through coaching.

- Completing Senior Talent Development programmes:
  - High Potential Development Scheme (HPDS); and
  - Senior Leaders Scheme (SLS)

- Completing advanced programmes in specialist areas of the job family.
Level 4: HRBP - Deputy Directors Case Study

Job Title: HR Director for DWP Operations
Current Department: DWP

“As HR Director for DWP Operations (approximately 65,000 people who deliver the Welfare Reform Programmes including Universal Credit, Pensions and Child Maintenance), I am the most senior HR Business Partner to the Operational Director General.

My current role includes providing strategic advice to the DWP Operations Executive Team and leading large HR Business Partner teams based throughout the country which work with senior managers in DWP Operations. I work closely with business leaders to continue to deliver the Department’s services efficiently to the public and to transform the Department to meet DWP 2020 Vision.

As Head of Profession for HR Business Partners in DWP, I also work across-Whitehall to ensure the HR community plays an effective part in driving forward standards and professionalism throughout the HR community, Civil Service and wider.

Before joining DWP I was Group HR Director (HRD) at DEFRA and HRD at the Ministry of Justice. However, the bulk of my career has been spent as HRD for the U.S. Navy, for Europe and the Middle East followed by a couple of years as HRD within policing. I have a strong business partnering and change background and am passionate about leadership, diversity and quality of service.”
## HRBP Pathway Level 4: Summary

### Level Overview
At level 4 on the HRBP Pathway you will be accountable for strategic leadership, partnering and business delivery, also forming part of organisational leadership teams across Departments. This will typically additionally include developing strategies relating to the HR function itself, including building HR capability and developing talent.

<table>
<thead>
<tr>
<th>HRBP Pathway Overview</th>
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</tr>
</thead>
<tbody>
<tr>
<td>- Comprehensive understanding of HR/HRBP knowledge and experience.</td>
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</tr>
<tr>
<td>- Strong decision maker: makes decisions based on a range of data that includes cross-referencing data sources.</td>
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<tr>
<td>- Possess strong communication skills: the ability to influence, negotiate and consult effectively at the highest level of government including ministers.</td>
<td></td>
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<tr>
<td>- Strong leadership skills: leadership of large teams and inspirational figure in HR.</td>
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<tr>
<td>- Project management: manage multi-projects and cross government projects.</td>
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</tr>
</tbody>
</table>

### Key Skills
- Utilising business insight, to steer and direct organisational workforce strategies.
- Building leadership, capability and people management skills throughout the organisation in a time of change.
- Coaches senior leaders to understand, assess and improve the capability and capacity of their team and which factors impact on their ability to deliver business outcomes.

### Core Activities
- Knows how to deliver successful change management techniques and the importance of engaging leaders and employees in the change.
- Knows how to clearly link people activities and interventions to a business outcome.
- Understands the key drivers of employee engagement, and how to coach leaders to understand and create value from them.

### The ‘Step-up’
Casework Career Pathway Contents

Section 1

Section 2

Section 3

Section 4

Section 5

Section 6
Why choose a career in Casework?

**What is Casework?**

HR Casework is currently one of the largest job families within HR. It covers around 10% of HR headcount.

Case managers 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. For example grievances or poor performance. Case managers 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. For example, risks to the business or departmental reputation.

A case manager needs to have a flexible approach to their work. They have to juggle many different cases in a wide variety of policy areas. Casework also supports the delivery of wider HR or business priorities.

**Case managers need to be resilient.** Some of the cases raised are likely to involve sensitive, upsetting and/or political topics. It’s important for case managers to look after both the manager’s and their own wellbeing. Case managers need to understand the boundaries of their support. They need to signpost managers to other sources of expert advice where appropriate.

Case managers will often directly support senior managers within the business. They need to be able to persuade and influence them. They have to weigh up and communicate risks. At times they may need to take a pragmatic approach to meet the business’s risk appetite.

**The Casework ‘Career Offer’**

Casework offers interesting and challenging opportunities at the centre of the HR Profession. These jobs deliver a key HR function to the business. Casework plays an important role in empowering line managers and supporting the business.

Your experience will put you in a strong position to move into other areas of HR e.g. Policy or Business Partnering. You will develop strong collaborating and partnering skills. You will also gain a thorough understanding of the issues managers face.

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

The casework job family is key in supporting departments to manage the workforce. We expect our casework professionals to play a role in supporting the wider business. This will include outside your home department or with the cross-Government casework service. These opportunities will help you to understand the bigger picture. You will also be better placed to contribute to strategic departmental HR priorities. We expect the skills and expertise gained to equip you to undertake other stretching roles in HR.
# The Casework Career Pathway

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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<tbody>
<tr>
<td>Pathway</td>
<td>Casework Support</td>
<td>Case Manager</td>
<td>Team Leader</td>
</tr>
<tr>
<td>Overview</td>
<td>Supporting the Casework Service through data collection, research and organisation.</td>
<td>Case managers supporting managers with HR cases. Team leaders will be effective in their role and manage their team’s resources and workload.</td>
<td>Senior managers who are responsible for the casework function in their department or leading projects/service delivery. Specialists at the peak of their theoretical knowledge and practical experience.</td>
</tr>
<tr>
<td>Case Studies</td>
<td>“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 casework team.”</td>
<td>“I work with managers, HRBPs, HRDs and Decision Managers to interpret guidance, understand issues from an employment law perspective and apply processes correctly and fairly. This involves outlining the options and risks.”</td>
<td>“I am a Continuous Improvement enthusiast and this is important in making sure what we do it faster, better and cheaper. I regularly support HR Team Leaders and HR case managers to determine how best to advise and support some very difficult situations.”</td>
</tr>
</tbody>
</table>
Level 1: Casework Officer

Overview

The Casework team provides expert advice to line managers in the business. The team will be trying to improve line managers confidence and capability.

At this level you will be an integral part of the Casework team, providing support and acting as a focal point. You will work with a wide range of people at all levels. Casework Support officer role is varied, you will need to be flexible, work closely with your team and manage your time effectively.

You may also be responsible for collecting and analysing management information for reporting and research HR Policy to respond to email enquiries. Your role may include secretariat support, sharing communications, allocating and prioritising incoming work. You will also need to handle highly confidential information with integrity.

Being part of the casework team allows you to develop a good level of experience covering all aspects of HR. It gives you the opportunity to build your knowledge of HR policies and processes to gain an understanding of the range of issues managers face. You can also develop key skills such as analysis, communications and time management. This experience is an excellent grounding for developing your HR expertise.

Key Skills

For those working at Level 1 in any of the job families we would expect:

- Ability to use IT confidently, for example to understand data in spreadsheets or put professional looking documents together.
- Time management: effective management of own time to meet priorities and deadlines.
- Ability to keep data accurate and pay attention to detail, especially when it comes to people’s personal data.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- An awareness of the wider HR Function roles, policies and processes.
- Ability to complete research and analysis, to source, gather and understand appropriate information.
- Comfortable in 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.
- Project coordination and organisational skills.
Level 1: Casework Officer

- Good customer service skills including being open to change and focused on developing a professional service.

Core Activities

Your core activities at this level will include:

- Collect, analyse and report on casework data.
- Support casework managers with research and collection of information.
- Liaise with internal and external stakeholders on the team’s behalf.
- Support senior managers with delivery of the casework service.
- Provide administrative support.

The ‘Step-up’

- More in depth understanding of employment law and interpretation of HR policies.
- Increased awareness of MI analysis and insight it provides.
- Show a focus on your learning and development.
- Confident communications, coaching and influencing skills. At the next level you will be providing support to managers on a range of cases, signposting to other expert sources of advice, as needed.
- Develop leadership and management skills to motivate and support colleagues.
- Manage workloads to deliver a high quality service for the business.
Level 1: Casework - Case Study

Name: **Ben**  
Job Title: **Casework Support**  
Current Department: **DWP**

“I work on the Casework Support Team in DWP. 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. 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. 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.”
Casework Pathway Level 1: Summary

The Casework team provides expert advice to line managers in the business. The team will be trying to improve line managers’ confidence and capability. At this level you will be an integral part of the Casework team, providing support and acting as a focal point. You will work with a wide range of people at all levels.

Casework Support officer role is varied; responsibilities could include collating management information, researching HR policy to respond to queries and prioritising work. You will also need to handle highly confidential information with integrity.

<table>
<thead>
<tr>
<th>Casework Pathway Overview</th>
<th>Your Notes</th>
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<tbody>
<tr>
<td>• Basic understanding of the wider HR Function and HR policies and processes.</td>
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</tr>
<tr>
<td>• Ability to complete research and analysis, to source, gather and interpret appropriate information.</td>
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</tr>
<tr>
<td>• Comfortable in interpreting information and draft reports to present data. This may include highlighting trends and issues to the business.</td>
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<tr>
<td>• Develop and maintain excellent working relationships with team and wider business colleagues.</td>
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<table>
<thead>
<tr>
<th>Key Skills</th>
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<tbody>
<tr>
<td>• Collect, analyse and report on casework data.</td>
</tr>
<tr>
<td>• Support casework managers with research and collection of information.</td>
</tr>
<tr>
<td>• Liaise with internal and external stakeholders on the team’s behalf.</td>
</tr>
<tr>
<td>• Support senior managers with delivery of the casework service.</td>
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<tr>
<td>• Provide administrative support.</td>
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<table>
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<tr>
<th>Core Activities</th>
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<tr>
<td>• More in depth understanding of employment law and interpretation of HR policies.</td>
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<tr>
<td>• Increased awareness of MI analysis and insight it provides.</td>
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<tr>
<td>• Demonstrate a focus on your learning and development.</td>
</tr>
<tr>
<td>• Confident communications, coaching and influencing skills.</td>
</tr>
<tr>
<td>• Develop leadership and management.</td>
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</table>

The ‘Step-up’
Level 2: Case Manager/Team Leader

Overview
Case managers provide expert HR advice to line managers in the business. They coach and support managers on handling management issues. You will be working with line managers to improve their capability. You will be using your detailed knowledge of HR policy, and employment law on a daily basis.

Team leaders manage a team of case managers. You will have accountability to senior managers for the work of the team. Measuring performance as well as providing and analysing management information will be a big part of your role.

Key Skills
Key skills and knowledge that people display at this level include:

- Developing expertise in casework including:
  - an in depth knowledge and understanding of HR policy and employment law; and
  - an understanding of risks to present a range of options to line managers for decision.
- Communicating with impact and influence to provide comprehensive advice, coaching and support.
- Ability to manage your peers. This will involve managing and prioritising your own workload and that of the team.
- Clear understanding of when to signpost managers to other sources of expert advice.
- Resilience in handling difficult cases.
- Confident in building effective relationships with a range of internal and external stakeholders. This may include Occupational Health, Government Legal Department, mediators and investigators.

Some case managers are also trained in investigation and mediation skills.

Core Activities
Your core activities at this level may include:

- Delivering a customer-focused service to support managers on a one-off or ongoing basis.
- Supporting and coaching line managers when handling cases. You will improve their capability and confidence to manage future HR issues or cases.
- Supporting managers with crisis management; calmly giving informed advice and prompt signposting.
- Effective liaison with internal and external stakeholders in supporting cases. This may include Government Legal Department, Occupational Health, Trade Union (TU) representatives etc.
- Analysing and interpreting data to manage performance, target interventions to support priorities.
Level 2: Case Manager/Team Leader

- Being proactive about making sure you have up to date knowledge of HR policy and employment law. Sharing this best practice and information will also be important.

- Effectively manage the casework team ensuring high performance and quality.

- Ensuring that team members are given support when handling the most challenging cases. This is for their own well-being.

- Raising awareness of mediation and its benefits to line managers.

- Influencing managers to use informal routes to resolve issues is important.

The ‘Step-up’

Demonstration of excellent leadership and communication skills. At level 3 you may be asked to lead a large team achieving high quality outcomes.

Working with internal and external stakeholders. Effective collaboration will maximise delivery, meet business needs and promote the Casework service.

Using MI and insight to measure team performance. This will include highlighting processes that would benefit from review or targeted interventions.

Using your expert knowledge to make decisions relating to wider Civil Service priorities.

Comprehensive knowledge of employment law.
“As a Senior Case Manager within Casework, I provide support to a team of Case Managers, managers and other key stakeholders across the department when dealing with complex HR matters. This involves:

• Supporting my team both as a manager and on a technical level. This includes enabling their on-going development.

• Working with managers, HRBPs, HRDs, Decision Managers to interpret guidance, understand issues from an employment law perspective and apply processes correctly and fairly. This involves outlining the options and risks so the business are in a position to make a fully informed decision.

• Working closely with senior stakeholders in the business to continuously improve the CSHR Casework offering, delivery model and processes.

• Collaborating with HR colleagues both within and outside of CSHR Casework to provide a joined up service for our customers.

Liaising with Government Legal Department to ensure sound advice in more complex cases and robust defence of Employment Tribunal claims.

Contributing to a variety of projects, supporting the Head of Casework, the wider department and CSHR casework supplier group.

Being ready to support on new challenges – the latest being the transition to HMRC’s new location strategy. This will continue to present many issues for all strands of HR.

Working in CSHR Casework is extremely rewarding, varied and exciting. We operate at the front-line – the cutting edge – and we see cases every day where we have made a real difference for the managers and decision managers who contact us: managers who are struggling to cope with the sometimes distressing and extremely complex situations they are dealing with and who are so grateful and relieved when we help them to disentangle the issues and enable them to go forward confidently. Seeing the wider impact of what we do on the business and the department – improving capability and ultimately CSHR’s performance and reputation - this is what makes it great for me.”
## Casework Pathway Level 2: Summary

### Level Overview

At level 2 on the Casework Pathway you will:
- Coach and support line managers on handling management issues; helping them to improve their capability.
- Use your detailed knowledge of HR policy and employment law.
- Lead and manage a team of case managers.
- Measure performance, including providing and analysing management information.

### Key Skills

- In depth knowledge and understanding of HR policy and employment law.
- Thorough understanding of risks to present options to line managers for decision.
- Communicate with impact and influence to provide comprehensive advice, coaching and support.
- Ability to manage your peers. This will involve managing and prioritising your own workload and that of the team.
- Clear understanding of when to signpost managers to other sources of expert advice.
- Resilience in handling cases.
- Confident in building effective relationships with stakeholders.

### Core Activities

- Deliver a customer-focused service.
- Support and coach line managers.
- Support managers with crisis management; calmly giving informed advice and prompt signposting.
- Effective liaison with other stakeholders over cases.
- Analyse and interpret data to manage performance etc.
- Proactively ensure you have up to date knowledge of HR policy and employment law.
- Manage the casework team ensuring high performance and quality and support available for their well-being.
- Raise awareness of mediation and its benefits.

### The ‘Step-up’

- Demonstration of excellent leadership and communication skills needed to lead a large team.
- Effective collaboration with stakeholders to maximise delivery.
- Use MI and insight to measure team performance.
- Use expert knowledge to make decisions relating to wider Civil Service priorities.
- Comprehensive knowledge of employment law.
Level 3: Service Manager/Head of Casework

Overview
Heads of Casework are responsible for overall management of the live casework service. This may be to single or multiple clients. They manage the team to maintain a quality service within defined budgets, and to meet Service Level Agreements (SLAs).

Heads of Casework operate strategically and with CSHR casework, departmental and CS colleagues. They will brief senior leaders on casework issues as part of a wider HR and business context.

Heads of Casework will also manage customer relations making infrastructure improvements to improve efficiency.

Service Managers will be responsible for defined areas of the Casework Service, for instance on boarding new clients or managing projects, such as casework systems. They will achieve best value and make efficiencies where possible.

Key Skills
Key skills and knowledge that people display at this level include:
- Substantial knowledge and experience of policy and employment law.
- Broad and detailed HR knowledge and experience with a strategic focus.
- Knowledge of OD&D to help in managing the team and live service.
- Excellent communication skills, tailored to manage challenging stakeholders and situations.
- Strong analytical skills to evaluate and set the strategic direction whilst considering internal and external influences.
- Strong coaching, influencing and negotiating skills.
- Excellent collaboration and partnering skills.

Core Activities
Your core activities at this level will include:
- Lead, manage and motivate the team, supporting them in delivering to expected standards. Support business and cultural change.
- Provide strategic advice to senior managers.
- Support CSHR casework activities, HR Services, the wider HR community or cross government casework agenda.
- Deliver a culture of continuous development through structured learning, up-skilling and quality assurance.
- Collaborate with a wide range of colleagues at all levels. Develop and put in place common systems; negotiating with departments/agencies about on-boarding.
The ‘Step-up’

The Step up at Level 3 is around expanding technical expertise in Casework, gaining breadth and depth of HR experience, and honing leadership skills to deliver through others.

In the workplace this may include:

• Developing confidence to engage and influence large groups, team members and senior stakeholders.
• Building wide-ranging professional networks to enhance HR and operational outcomes and personal support.
• Broadening understanding of the drivers for change and the Civil Service political environment.
• Leading others on strategic level complex casework projects and activities.
• Building the breadth and depth of HR expertise necessary for working at a senior level by working in more than one role across different HR deliverables and job families.

• Showing the application of systems thinking in delivery of work undertaken.
• Building the confidence to critically challenge or hold a professional view on HR issues.
• Involvement in managing or establishing commercial contracts and financial budgets.

Development activities may include:

• Be part of a corporate, cross-cutting project.
• Gaining CIPD Chartered Member.
• Secondments or loans to other sectors or across Civil Service Functions.
• Completing Civil Service or HR Talent Development programmes.

Further development opportunities

• Gain formal qualifications or specialist learning within casework such as:
  ○ enhance credibility;
  ○ strategic planning;
  ○ problem solving;
  ○ and analytical thinking.
• CIPD courses such as: employment law; using MI and insight to target reviews and interventions.
Level 3: Casework - Case Study

Name: Scott
Job Title: Head of Casework
Current Department: Ministry of Defence (MOD)

“I always wanted to do a job that ‘helps’ people. I looked at training as a social worker before choosing law. I also worked as a Citizens Advice Bureau volunteer for a short while and this was enormously valuable in helping me refine my understanding of what case managers do. The key part of a Head of Casework role is making sure the HR case managers are equipped to meet the customer needs. HR casework demands strong analytical and communication skills and no two days are ever the same. I consolidated my professional CIPD training in HR Casework as my career choice.

As Head of HR Casework I represent the team at Departmental Level and across the pan-government CSHR supplier group. This involves ‘bigger picture’ issues and helping leading policy colleagues in understanding how people issues translate into casework activity. A key part of my role is to ensure the service is developed and evolves to reflect Departmental objectives and changes. I am a Continuous Improvement enthusiast and this is important in making sure what we do is faster, better and cheaper. I regularly support HR Team Leaders and HR case managers to determine how best to advise and support some very difficult situations.

The most enjoyable part of my role is leading a group of professional, dedicated and capable HR practitioners. HR Casework is not easy and often involves ‘difficult situations’ that need intellectual and emotional responses in equal measure. The team plays a key role in helping line managers respond to people issues – and that is job satisfaction!”
Casework Pathway Level 3: Summary

Level Overview
At this level you will:
• Be responsible for overall management of the live casework service (to single or multiple clients)
• Manage the team to maintain a quality service within defined budgets, and to meet SLAs
• Operate strategically; briefing senior leaders on casework issues as part of a wider HR and business context
• Manage customer relations making infrastructure improvements to improve efficiency
• Be responsible for defined areas of the Casework Service e.g. on boarding new clients or managing projects, such as casework systems.
• Achieve best value and make efficiencies where possible

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Key Skills

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<td>• Delivering a culture of continuous development through structured learning, up-skilling and quality assurance.</td>
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<td>• Collaborate with a wide range of colleagues at all levels.</td>
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<th>The ‘Step-up’</th>
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<td>• Expand technical expertise in casework.</td>
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<tr>
<td>• Gain breadth and depth of HR experience.</td>
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<tr>
<td>• Hone leadership skills to deliver through others.</td>
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</table>
Level 4: Casework - Deputy Director Responsibilities

Overview
At level 4 you are accountable for strategic leadership, partnering and business delivery. You will be part of business and organisational leadership teams across departments.

You are accountable for developing and deploying people strategies and end to end HR systems. These systems will transform organisations. Examples include: strategic workforce planning; building capability; D&I; reward; and change (organisational and cultural).

HR Directors have a similar role but typically operate at an executive level across organisations, with broader and more complex accountability.

At level 4 you may also lead and/or act as sponsors for HR or business related projects or priorities.

Key Skills
Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.
Level 4: Casework - Deputy Director Responsibilities

**Core Activities**
Your core activities at this level will 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.
- Acting as a key communicator with Director Generals, Chief People Officer (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.
- Taking ultimate responsibility for escalated contentious and high risk cases.

**The ‘Step-up’**
The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

**In the workplace** this may include:

- Taking on roles of increased scale to develop breadth and depth of experiences.
- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.

**Development activities** may include:

- Secondments to other sectors or across Civil Service Functions
- CIPD Fellow membership.
- Completing Senior Talent Development programmes: High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).

**Further Learning Opportunities**

- Completing Senior Civil Servant (SCS) Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an Senior Responsible Owner (SRO); and
  - Leading others through coaching.

- Completing advanced programmes in specialist areas of the job family.
Level 4: Casework - Case Study

Name: Matt
Job Title: Deputy Director
Current Department: Civil Service Employee Policy (CSEP)

“I am a Deputy Director in CSEP, accountable for the development and delivery of the CSHR Casework Service, including the implementation of the cloud-based CMA database and the CS Workplace Adjustments Service. I also oversee the CSEP Pay and Reward Service and lead the Business Management Team.

I came into HR and the Civil Service five years ago when I joined CSEP as Head of Operations. My path to HR involved working as an English language teacher abroad and contract and programme management posts in the public sector. In these roles I came to understand the importance of HR in any change programme. With my background, I hope I bring a slightly different set of experiences. My main interest is in supporting collaboration across CSHR, departments and functions, which is vital in delivering any successful programme or service - this role provides a great opportunity to do this. HR has definitely become my career anchor and I am currently undergoing the experience assessment route to MCIPD.

Having the strategic overview of Civil Service casework delivery my objectives include:

Launching the Case Management Application and supporting all suppliers in on-boarding during 16/17.

Continuing to build an aligned service across suppliers through stretching Key Performance Indicators (KPIs) and close analysis of MI.

Identifying interventions based on MI and insight, linking to wider sources i.e. the People Survey.

Raising the service profile and ensuring it is recognised as a core HR function, helping the business “get the basics right” and providing valuable insight on management culture.

Raising awareness of CS Mediation Service and increasing uptake; building cross government picture on service usage, value and impact.

Promoting the professionalism of the service - developing a casework career pathway, improving links to CSHR Fast Stream to attract talent.”
# Level 4: Summary Casework Pathway

**Level Overview**
At level 4 you are accountable for strategic leadership, partnering and business delivery. You will be part of business and organisational leadership teams across departments.

<table>
<thead>
<tr>
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<th>Your Notes</th>
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<tbody>
<tr>
<td><strong>Key Skills</strong></td>
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<tr>
<td>• Comprehensive understanding of HR.</td>
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<tr>
<td>• Evidence based decisions based on a range of sources and experience.</td>
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<tr>
<td>• Strong communication skills: the ability to influence, negotiate and consult effectively at the highest level of government including ministers.</td>
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<tr>
<td>• Strong leadership skills: leadership of large teams and inspirational figure in HR.</td>
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<tr>
<td>• Project management: manage multi-projects and cross government projects.</td>
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<table>
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<tr>
<th><strong>Core Activities</strong></th>
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<td>• Using MI and data at a strategic level</td>
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<tr>
<th><strong>The ‘Step-up’</strong></th>
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<tbody>
<tr>
<td>• Holds influence with senior stakeholders and departments.</td>
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<tr>
<td>• Has personal impact and credibility in leading negotiations and consultation with senior stakeholders and national/departmental trade unions.</td>
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<tr>
<td>• Leads direction and effects change, motivating people to deliver ensuring HR development meets strategic aims.</td>
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<tr>
<td>• Understand the strategic drivers, and cross-government thinking, including considering external influences on strategy to design and deliver best practice HR solutions.</td>
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</tr>
<tr>
<td>• Appropriate risk appetite to ensure business priorities met.</td>
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Policy and Employee Relations Career Pathway Contents

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Section 4

Section 5

Section 6
Why choose a career in Policy and Employee Relations (ER)?

**What is HR Policy?**

HR Policy roles are about putting in place sound management 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 to design and implementation of people policies. The roles are not just about coming up with policies but also engaging stakeholders and making sure the whole framework of people policies supports the organisation as their needs change overtime.

Policy roles also involve research and analysis as well as building and maintaining key relationships across the Civil Service, employee forums and networks.

**CIPD defines HR Policies as:**

“HR policies provide written guidance for employees and managers on how to handle a range of employment issues. They play an important role in implementing an organisation’s HR strategy. They also provide consistency and transparency for employees and managers, helping to create a positive organisational culture.”

Policies are needed on a range of topics. Individual departments need them for matters like annual leave and performance management.

**What is ER?**

Employee Relations (ER) is about the relationship between the employer and the employee. Trade Unions (TU) have a valuable part to play but ER is not exclusive to TU engagement. ER can cover a range of employee engagement such as employee forums and networks.

**CIPD Profession Map describes ER as:**

“Ensuring that the individual and collective relationship between the organisation and its employees are managed appropriately; within a clear framework and underpinned by organisation, culture, practices, policies and by relevant law.”

**CIPD Profession Map includes:**

- Developing and embedding ER strategy, policy and guidance. Collective negotiation and consultation.
- Conflict management.
- Performance culture.

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.
Why choose a career in Policy and Employee Relations (ER)?

**Career Offer**

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, for example, Performance Management, to building relationships with Trade Unions in order to carry out effective engagement.

Working in the policy and ER environment will enable you to build a breadth of HR knowledge and technical expertise. There will be the opportunity to demonstrate strong collaborating and partnering skills, including building relationships across the Civil Service, 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.

We expect the skills and experience gained through the policy and ER roles will equip you to undertake stretching roles across the HR profession.
The Policy and ER Career Pathway

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<tbody>
<tr>
<td><strong>Policy &amp; ER</strong></td>
<td><strong>Overview</strong></td>
<td><strong>Case Studies</strong></td>
<td><strong>Level 1</strong></td>
</tr>
<tr>
<td>Support/Administrator</td>
<td>Policy and ER practitioners and consultants; fully effective in their role.</td>
<td>Senior Generalists; SCS heads of profession areas.</td>
<td><strong>Level 2</strong></td>
</tr>
<tr>
<td>Consultant</td>
<td>ER &amp; Policy Lead</td>
<td>Deputy Director</td>
<td><strong>Level 3</strong></td>
</tr>
<tr>
<td>Senior Consultant</td>
<td>Director</td>
<td>Director</td>
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</table>

**Overview**
- Those new to Policy and ER, in support and generalist roles/grades.
- Policy and ER practitioners and consultants; fully effective in their role.
- Policy and ER specialists at the peak of their theoretical knowledge and practical experience.
- Senior Generalists; SCS heads of profession areas.
**Level 1: Policy and ER support**

**Overview**
ER and Policy Support Officers typically work as part of a small team to provide project management, research and organisational skills.

They deal with highly sensitive and confidential information a lot of the time. This means Officers need to have a lot of integrity and handle this information carefully.

Officers need to understand their role, how this supports work in their department, and how this contributes to the wider Civil Service vision. They have a willingness to learn and share knowledge to deliver results.

Officers possess an awareness level of HR knowledge and have the skills required to carry out research tasks and/or to draft papers and documents needed for research and benchmarking activities. They also demonstrate great people skills and communicate well across the team as well as with senior managers and stakeholders.

**Key Skills**
For those working at Level 1 in any of the job families we would expect:

- Ability to use IT confidently, for example to interpret data in spreadsheets or put professional looking documents together.
- Time management: effective management of own time to meet priorities and deadlines.
- Ability to keep data accurate and pay attention to detail, especially when it comes to people’s personal data.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- An awareness of the wider HR Function roles, policies and processes.
- Ability to complete research and analysis, to source, gather and interpret appropriate information.
- Comfortable in 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.
- Project coordination and organisational skills.
- Good customer service skills including being open to change and focussed on developing a professional service.
# Core Activities

Your core activities at this level may include:

- Conducting research and analysing report findings.
- Liaising with stakeholders to help deliver work priorities.
- Handling inbox queries and ensuring response within Service Level Agreement.
- Understanding relevant ER/TU legislation as well as other legislations influencing HR policies.
- Maintaining awareness of any Policy or ER issues and developments as well as TU/management positions.
- Project management including co-ordination of Policy and ER project plans and management reports to inform business planning.

# The ‘Step-up’

To make the step up individuals will need to:

- Spend a large amount of time focusing on learning and development of knowledge and skills for HR Policy and ER areas.
- Spend time with team members to up skill on ER topics, such as Facility Time and Check Off, and/or relevant HR Policies, including Performance Management.
- Be familiar with relevant cross government and departmental groups or networks, such as the CSEP Employee Relations Network Group (ERNG) and Performance Management Implementation Network Group (PMING).
- Understand relevant frameworks and legal requirements as well as their impact upon the Civil Service and departments.
- Develop consultancy skills for effective stakeholder engagement should also begin to be developed at this stage using Civil Service Learning (CSL) online-learning and workshops. Some optional resources include:
  - Active listening (online-learning).
  - Effective communication (online-learning).
  - Verbal communication (workshop).
  - An introduction to taking a consultancy approach (CSL/CSEP workshop).
Name: Sarah  
Job Title: Facility Time Coordinator  
Current Department: DWP

“In my role as a Facility Time Coordinator for the Employee Relations Team in DWP, I allocate and monitor facility time for TU representatives and report facility time data to the Cabinet Office.

My role is all about developing and improving the recording of facility time on Resource Management for representatives and their line managers, by acting as a single point of contact.

I produce diaries for representatives to record the time they spend on trade union activities, ensuring the diaries are sent out to them within the agreed timescales. This enables them to accurately record information on the Resource Management system.

I also plan, prepare and complete audits of the use of facility time on a quarterly basis based on Management Information from the Resource Management system. This ensures both the Employee Relations Team and Public and Commercial Services Union (PCS) understand if and where facility time is being under used or under recorded.

I also produce a report to the Cabinet Office which tells them how much of the Department’s pay bill is spent of facility time.

The skills I have developed since moving onto the team are Excel advanced analysis and wider knowledge of PCS roles and responsibilities and Employee Relations policies and processes I have also gained more confidence in my role.

I moved into the role because the HR Communications team was making some changes to roles and I was asked if I would move over to the Employee Relations Team, I was more than happy to do this as I found the role to be more varied, busy and very interesting.”
Policy and ER Pathway Level 1: Summary

At level 1 on the Policy and ER Pathway you may be new to Policy and ER but will:
- understand the role of your team and how this supports colleagues in your departments and/or across the Civil Service;
- have drafting, numeracy and research skills for activities such as horizon scanning;
- possess basic Policy and ER HR knowledge;
- possess the interpersonal and organisational skills required to communicate well across the team; and
- have a desire to learn and share knowledge with the wider team.

### Key Skills

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<thead>
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<td>- Research and analysis skills: ability to gather appropriate data/information.</td>
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<td>- Providing timely and accurate information: ability to retrieve, filter and report information clearly.</td>
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<tr>
<td>- Project management and organisational skills: able to maintain and organise management information and excel spread sheets.</td>
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<tr>
<td>- Time management skills: ability to manage own time to meet priorities and deadlines.</td>
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<tr>
<td>- Communications: Active listening and effective verbal and written communication skills.</td>
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### Core Activities

- Stakeholder liaison to deliver work priorities.
- Research and analysis of Policy and ER topics.
- Handling Policy and ER data and queries.
- Process delivery and project and knowledge management.
- Understanding and of relevant ER/HR legislation and maintaining awareness of current issues.

### The ‘Step-up’

- Large amount of time focusing on learning and development.
- Upskilling on Policy and ER topic areas and increasing understanding of relevant frameworks and legal requirements.
- Be familiar with cross departments/and or cross government Policy/ER networks.
- Begin developing consultancy skills.
Level 2: Policy and ER Practitioner

Overview
Practitioners have a solid technical knowledge of HR, ER and/or Policy. They proactively engage with key stakeholders, including Departmental Trade Union Side (DTUS), in building and maintaining relationships.

Enhanced research and drafting skills are evident through analysing information and drawing strategic conclusions to draft papers and ER/Policy strategies. They have managerial skills and continuously develop their own knowledge, seeking opportunities to share learning that benefits the wider team.

ER and Policy Practitioners provide 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 outlined in the departmental Performance Management policy. They lead on specific projects and work areas, have strong interpersonal skills ensuring delivery of key outcomes and milestones.

Key Skills
- Developing expertise in HR Policy and ER including:
  - detailed and up-to-date knowledge of ER and wider HR policies and strategies; and
  - a solid level of understanding as to how Policy and ER works in your departments as well as other CS departments.
- Communicating with impact and an ability to influence, and consult with, key stakeholders including the ability to facilitate discussions, meetings and workshops.
- Emerging strategic awareness of internal and external Policy and ER trends.
- Good project management skills to effectively manage multi-strand projects and cross government projects.
- Strong research, analytical and drafting skills.
- Peer management to effectively manage and prioritise own workload and that of the team to achieve results.

Core Activities
Your core activities at this level may include:
- Designing and delivering Policy and ER interventions and strategies.
- Leading on Policy and ER areas, providing a bespoke consultancy service to departments.
- Handling in depth and more complex queries.
- Analysing and interpreting research data to inform Policy and ER strategy/approach.
Level 2: Policy and ER Practitioner

- Advising and supporting stakeholders/senior managers.
- 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.

The ‘Step-up’

Development areas may include:

- Develop more in depth knowledge of ER and relevant HR policy areas across the Civil Service.
- Establish and maintain relationships with relevant stakeholders in department.
- Actively contribute to and facilitate HR Policy and ER workshops and networking group meetings.
- Gain an awareness of how HR Policies and ER link to other specialisms such as Pay and Reward.

- Effectively manage and engage stakeholders using consultancy, influencing and facilitations skills. Some optional resources include;
  - Effective communications (online-learning).
  - Facilitating meetings and workgroups (online-learning).
  - Personal Impact (online-learning or workshop).
  - Enhancing your credibility (online-learning).
- Take ownership of a Policy or ER work strand and begin to manage members of the team. Some optional resources include;
  - Coaching and Mentoring (online-learning).
  - Leadership Course.
"I am currently a Senior Consultant for the Employee Relations (ER) Service in CSEP. Our clientele includes a broad range of stakeholders from the National Trade Union Committee (NTUC), Employee Relations Network Group (ERNG), and departments, HR Directors to practitioners.

I currently lead on ER capability and NTUC engagement. My role is interesting and varied, from working with CSEP policy colleagues on their NTUC engagement, and advising on HR policy implementation guidance to support departments with their DTUS engagement; to engaging directly with NTUC, building relationships and anticipating their areas of interest and how to balance this with the often sensitive and confidential nature of our work. I have recently had a key role in building the ER and Policy Capability Career Pathway engaging with HR policy colleagues, and ER leads in departments via ERNG.

My work also involves building our internal expertise to deliver an excellent service to our customers and delivering an enhanced ER service offer to departments by providing diagnostic and expert partnering to skills explore the employee relations’ environment. Our horizon scanning work allows us to consider models and options and the current best practice ER solutions. We work with ER leads in departments to ensure effective on-going engagement with local trade unions and employees, giving consultancy advice and offering capability building workshops on framework agreements, being just one example.

Not a day goes by without finding my role both rewarding and challenging as we embrace the opportunity that the role affords with our links to Cabinet Office, for example, in considering the impact of the TU Act 2016 and the support we are able to offer departments across the Civil Service."

---

Name: Janet  
Job Title: Senior Consultant  
Current Department: Civil Service Employee Policy (CSEP)
## Policy and ER Pathway Level 2: Summary

### Level Overview

At level 2 on the HR Policy and ER Pathway you will:

- Have a solid knowledge of HR policies and ER, with enhanced research and drafting skills, drawing strategic conclusions to draft papers.
- Proactively engage with stakeholders and maintain working relationships.
- Have strong interpersonal, consultation and managerial skills.
- Continuously seek to develop your knowledge and skills as well as that of your teams.

### Key Skills

<table>
<thead>
<tr>
<th>HR Policy and ER Pathway Overview</th>
<th>Your Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong research, analytical and numerical skills.</td>
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<tr>
<td>Data analysis skills.</td>
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<tr>
<td>Up to date knowledge of HR policies and strategies.</td>
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<tr>
<td>Strong communication and facilitation skills.</td>
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<tr>
<td>A solid level of technical HR understanding.</td>
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<tr>
<td>Ability to manage own time and a small/medium team.</td>
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</tr>
<tr>
<td>Project management: Manage distinct projects.</td>
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</tbody>
</table>

### Core Activities

| Design and deliver HR policy and ER strategies. |            |
| Handle HR policy and ER case work. |            |
| Analyse and interpret data and information. |            |
| Advise, support and consult with stakeholders. |            |
| Uses experience to lead and coach colleagues. |            |
| Support senior managers to deliver objectives. |            |
| Advise and assist the lead on Trade Union engagement. |            |

### The ‘Step-up’

| More in depth knowledge of HR policies and ER. |            |
| ‘Join the dots’ of various policies and take ownership of some. |            |
| Assess effectiveness of policies and practises and suggest changes/improvements. |            |
| Higher level of communication and facilitation skills effectively engaging with stakeholders using a consultancy approach. |            |
Level 3: Policy and ER Lead

Overview
Policy and ER Leads have the confidence and knowledge to brief senior leaders on wider Policy and ER matters within a Civil Service context. They have an intuitive and broad awareness of wider HR Policy and ER matters both internal to the CS and within the external environment. They influence change and set the strategic direction by challenging assumptions, and making confident and evidence based decisions.

Policy and ER Leads typically display strong influencing, negotiation and consultancy skills. They are able to develop Policy and ER strategy to support departments to meet Civil Service HR priorities. They have a high degree of interaction with senior stakeholders, ER and or Policy colleagues in other departments and with Cabinet Office. Networking and building capability across the wider ER, Policy and HR community is important. They also ensure that their teams deliver HR policy and ER solutions, meeting customer needs.

Key Skills
Key skills and knowledge that people display at this level include:
- Broad and detailed HR knowledge, and experience, with a strategic focus.
- Excellent communication skills, tailored effectively to manage challenging stakeholders and situations.
- Strong analytical skills to evaluate and set the strategic direction. Ability to consider internal and external influences.
- Ability to make effective decisions, understanding business priorities.
- Providing Policy and ER insight and innovative solutions.
- Excellent project management skills to manage complex, high profile, large scale, high budget projects.

Core Activities
Your core activities at this level may include:
- Building flexible and integrated Policy and ER strategies/plans to support departmental strategy.
- Using Policy and ER knowledge to influence and inform 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 in a timely manner, whilst managing any associated risks.
- Shaping and amending ER and Policy strategy to reflect legislation working in partnership with departmental directors, Cabinet Office and other senior partners as appropriate.
Level 3: Policy and ER Lead

- Ensuring effective performance management and development across the team.

**The ‘Step-up’**

The Step up at Level 3 is around continuous professional development, expanding technical expertise in Policy and ER, gaining breadth and depth of HR experience, and honing leadership skills.

**In the workplace** this may include:

- Developing confidence in communication and influencing skills to engage with large groups, team members and senior stakeholders.
- Building networks across the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.

- Leading on strategic level and complex Policy and ER projects and activities.
- Gaining understanding and experience across a number of HR deliverables/job families.
- Involvement in managing or establishing commercial contracts and financial budgets.

**Development activities** may include:

- Involvement in a corporate, cross-cutting project for the Department or CSHR
- Building evidence portfolio for CIPD Chartered Member.
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Talent Development programmes e.g. Future Leaders Scheme (FLS).

**Further Development Opportunities**

- Gain formal qualifications or specialist learning within policy and ER such as:
  - Enhancing Credibility (e-learning).
  - Personal Impact and Effectiveness (workshop).
  - Problem solving and analytical thinking (workshop/training).
  - Attend the Advisory, Conciliation and Arbitration Service (ACAS) courses and conferences.

- Develop coaching and/or mentoring skills Coaching and Mentoring on CSL ILM coaching-and-mentoring-qualifications Level 5.
"I’m currently the HR Policy Development and ER Lead for the Crown Prosecution Service (CPS). We recognise two Trade Unions, PCS and FDA, and my role is all about developing and improving our working relationship with them, making sure things are discussed at the appropriate level and working with both management and the unions to reach solutions to employee relations issues.

No two days are the same for me, at any time I could be managing a consultation on a new HR policy, holding a joint workshop with the PCS to improve ER skills for managers and reps or pulling together the agenda for a Departmental Trade Union meeting. I’ve recently finished drafting an Employee Relations Strategy for the department which builds on the work we’ve done on improving relationships and aims to further improve the consultation mechanisms and effectiveness of our local and national Trade Union and Health and Safety committees.

The most important thing for me in this role is to really understand the business priorities and challenges, what direction the organisation is moving in and what the key issues are for the TUs and their members. This means that I need to maintain close contact with the operational managers and the senior TU representatives so I am aware of any issues that might be “bubbling under” at a local level.

A key skill is being able to build trust on both sides, which means having open and honest conversations, understanding both sides of any debate, and, in some instances, acting as a form of mediator using informal mechanisms and my ability to pick up the phone to union officials to nip issues in the bud.

Employee relations is very much one of those areas which goes unnoticed when things are going well, but once there is a breakdown it can very soon make the headlines!"
# HR Policy and ER Pathway Level 3: Summary

## Key Skills
- Strong analytical skills: able to evaluate and set the strategic direction in the business context.
- Ability to make strong decisions: understands business priorities, provides insight and analyses risk to provide innovative solutions.
- Possess strong communication skills: including the ability to influence, negotiate and consult effectively.
- Ability to manage individual and multi-strand projects.
- Broad HR policy/ER knowledge and experience with a strategic focus.

## Core Activities
- Understand the functional and business realities to build flexible and integrated HR and ER strategies and plans.
- Provide insights and linkages utilising knowledge to influence leadership groups.
- Lead Policy and ER conversations/meetings with key stakeholders at cross government/departmental level.
- Seek improvements and identify flexible and innovative solutions managing associated risks.
- Shape and amend Policy and ER strategy to reflect legislation.

## The ‘Step-up’
- Takes a more strategic approach.
- Considers the ‘Bigger Picture’ to link in with HR Strategy, culture and other government departments’ plans.
- Feed cost benefit into the overall organisation strategy.
- Increased networking at senior levels, having personal impact and enhanced influencing and negotiation skills.
- Effectively performance manages high performing team.
Level 4: Policy and ER - DDs/HRDs Responsibilities

Overview
HR Directors (HRDs) and Deputy Directors (DDs) are accountable for strategic leadership and expert partnering, are part of the business leadership team and are active in cross-government networks, meetings, and leadership boards.

They are accountable for the development and deployment of people and HR strategies including HR strategic workforce planning, building capability, diversity and inclusion, talent management, reward, Civil Service organisational and cultural change. This will typically include strategic leadership in the development of HR, ER and Policy strategies.

They have a comprehensive understanding of cross-government issues and act as Policy and ER Champions and/or sponsors for wider Civil Service projects, promoting best practice Policy and ER approaches. They have responsibility for managing HR teams/functions, lead change and set the direction for the wider business acting as a key and influential communicator at senior levels.

HR Directors have a similar role but typically operate at a higher executive level across organisations, with broader and more complex accountabilities.

Key Skills
Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
Level 4: Policy and ER - DDs/HRDs Responsibilities

- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.

Core Activities

Your core activities at this level will include:

- Communicating and drives legislative and organisational changes.
- Leading the delivery of key organisational CS wide ER and Policy strategy, developmental and implementation plans.
- Leading key Policy and ER discussions at cross-government ministerial level.
- Acting as a key communicator with Director General, Cabinet Office, CS Boards and Senior Leadership Groups.
- Ensuring effective performance across teams.

The ‘Step-up’

The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

In the workplace this may include:

- Taking on roles of increased scale to develop breadth and depth of experiences.
- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda.
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.

Development activities may include:

- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- Secondments to other sectors or across Civil Service Functions.
- CIPD Fellow membership.
- Completing Senior Talent Development programmes; High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).
Level 4: Policy and ER - DDs/HRDs Responsibilities

Further Learning Opportunities

- Completing SCS Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an SRO; and
  - Leading others through coaching.

- A development programme that support a transformational, systemic mindset.

- Completing advanced programmes in specialist areas of the job family.
HR Policy and ER Pathway Level 4: Summary

| Level Overview | At level 4 on the HR Policy and ER Pathway you will:  
• Be a senior generalist with Policy and ER responsibilities.  
• Possess broader HR expert knowledge and an understanding of cross government priorities.  
• Act as a champion for Policy and ER across government and be the key communicator at senior level discussions and boards. |

<table>
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<td><strong>Key Skills</strong></td>
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</table>
• Comprehensive understanding of HR.  
• Confidently makes evidence based decisions based on a range of sources and experience.  
• Possess strong communication skills: the ability to influence, negotiate and consult effectively at the highest level of government including ministers.  
• Strong leadership skills: leadership of large teams and inspirational figure in HR.  
• Project management: manage multi-projects and cross government projects. |
| **Core Activities** |  
• Understand the organisation and industry realities.  
• Lead the delivery of key organisation wide HR policy and ER strategy and plans.  
• Lead Trade Union conversations on a cross-government and ministerial level.  
• Understand client needs and develop strategies to deliver them.  
• Drive legislative and organisational change. |
| **The ‘Step-up’** |  
• Holds influence with senior stakeholders and departments.  
• Has personal impact and credibility in leading negotiations and consultation with senior stakeholders and national/departmental trade unions.  
• Leads direction and effects change, motivating people to deliver ensuring HR development meets strategic aims.  
• Understand the strategic drivers, and cross-government thinking, including considering external influences on strategy to design and deliver best practice HR solutions.  
• Appropriate risk appetite to ensure business priorities met. |
HR Operations Career Pathway Contents

- Section 1
- Section 2
- Section 3
- Section 4
- Section 5
- Section 6

Move your mouse pointer over the buttons above and click for more information.
## Why choose a career in 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.

### The HR Operations ‘Career Offer’

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.
Why choose a career in HR Operations?

As one of the larger HR job families there are quite a range of job roles you could be involved in, from customer-facing operational roles, management and leadership roles, pensions management to projects and psychology!

HR Operations works to ensure organisations benefit from improved professional services and processes. We also help HR Directors to meet their corporate and departmental objectives on - for example - resourcing, exit schemes, payroll or pensions management.

HR is the enabling function of departments and the business. HR Operations is the enabling function of HR.
### The HR Operations Career Pathway

<table>
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<th>Level 1</th>
<th>Level 2</th>
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<td><strong>HR Ops</strong></td>
<td><strong>Overview</strong></td>
<td><strong>Case Studies</strong></td>
<td><strong>Level 4</strong></td>
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<tr>
<td>Administrator</td>
<td>Team Leader</td>
<td>Pensions Manager</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>Overview</td>
<td>Focused on quality customer service and continuously improving the service offer.</td>
<td></td>
<td>HRD</td>
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<tr>
<td>Case Studies</td>
<td>“I have not had any major struggles or challenges to date, just small learning curves. As I’m a fairly new starter, I’m still settling in and learning how the processes take place and understanding how my role fits into the bigger picture.”</td>
<td>“This is a fast paced and diverse role, with a variety of challenges.”</td>
<td>“My career path has had a few twists and turns, sometimes with a plan and other times taking opportunities as they came. Doing both really helps with career development.”</td>
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<tr>
<td></td>
<td>Responsible for leading and managing teams and/or responsible for effective operational delivery or contract management.</td>
<td>Leading and developing effective operational delivery. Managing relationships with external organisations.</td>
<td>Driving culture and high levels of customer service whilst providing visible and engaging leadership to build capability.</td>
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</table>
Level 1: Administration roles

Overview
At Level 1 on the Operations Pathway you will typically focus on quality customer service and continuously improving the service offer. You may be in Government Recruitment Service (GRS), the Civil Service Pensions team, working in a departmental operations team or part of an in-house shared services team within, for example, HMRC.

If working in GRS your primary role will be to support government departments to deliver effective recruitment. You may deal with candidates, vacancy holders, third-parties (e.g. pre-employment checks) and other customer groups to enable candidates to take up roles. You will also progress casework on a day to day basis.

If working in pensions, your primary role will be to learn the rules of the different schemes and help the team to apply these to day to day processes.

HR Operations provides some truly diverse and interesting roles for those at Level 1. The skills you will learn here will be transferable to many job families e.g. HR Business Partnering, Reward and Casework.

Key Skills
For those working at Level 1 in any of the job families we would expect:

- Ability to use IT confidently e.g. Microsoft Excel and other software packages such as Google Docs.
- Time management: effective management of own time to meet priorities and deadlines.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- An awareness of the wider HR Function’s roles, policies and processes.
- Ability to complete research and analysis, to source, gather and interpret appropriate information.
- Confidence interpreting information and draft reports to clearly present data and insight, including highlighting trends and issues, to senior groups/the business.
- Ability to develop and maintain excellent working relationships with team and wider business colleagues.
- Project coordination and organisational skills.
- A basic understanding of the wider HR Function.
- Good customer service skills including being open to change and focussed on developing a professional service.
- Ability to identify issues and trends and suggest potential solutions.
Level 1: Administration roles

**Core Activities**

Depending on your role within HR Operations, your core activities at this level may include:

- Building and maintaining productive working relationships with colleagues, stakeholders and customers.
- Dealing effectively with email and telephone enquiries, having an understanding of Service Level Agreements (SLAs) and Key Performance Indicators (KPIs).
- Assisting in the collation of MI and maintain this data so that accurate figures can be produced and monitored.
- Dealing, on a regular basis, with outsourced providers e.g. MyCSP and Shared Services.
- Complying with relevant policies and procedures and be able to advise customers on these.

- Identifying continuous improvement opportunities within the department/team.
- Dealing effectively and efficiently with customers, demonstrating good customer service skills.

**The ‘Step-up’**

- Build an understanding of good transactional HR including the importance of getting the basics right.
- Responsibility for delivering operational services e.g. payroll, pensions, recruitment.
- Comfortable working with internal and external stakeholders on delivering a high quality service.
- Develop management capabilities, and experience, so you can confidently lead and deliver through others.
- Further develop customer service skills.

- Develop an understanding of:
  - Baseline Personnel Security Standard
  - Commissioners Principles
  - National Vacancy Filling Scheme and
  - Civil Service Pensions.

There are strong links between skills and activities in HR Operations and Casework. You may want to have a look at broadening your experience by considering a lateral move to a casework role.
Level 1: HR Operations - Case Study

Name: Daniel
Job Title: Recruitment Advisor
Current Department: Government Recruitment Service (GRS)

“I am currently working as a recruiter on the Home Office team for Government Recruitment Service, based at HMRC in Newcastle. My role involves:

- Helping vacancy holders with queries.
- Issuing results.
- Setting up interviews and much more!

I have not had any major struggles or challenges to date, just small learning curves. As I’m a fairly new starter, I’m still settling in and learning how the processes take place and understanding how my role fits into the bigger picture.

Before joining the Civil Service I held a variety of different jobs including; McDonalds, Betfred, NEXT, MACH Warehousing and Distinctive Publishing from which I gained different skills such as:

- Customer Service;
- Communication; and
- Telephony and Computer skills,

all of which have proved useful in my new Civil Service career!

I decided to apply for jobs in the Civil Service after hearing great stories from many of my friends who already worked here about how great the benefits were and how it’s a good option for a career with many opportunities to progress within.”
HR Operations Pathway Level 1: Summary

### Level Overview
At Level 1 on the Operations Pathway you will typically work in teams, with 8 – 10 colleagues focused on quality customer service and continuously improving the service offer. You may be in Government Recruitment Service (GRS), working in a small team within a department or even part of the in-house shared services team within CSHR.

<table>
<thead>
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<td></td>
</tr>
<tr>
<td>• Good customer service skills.</td>
<td>• Good customer service skills.</td>
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</table>

### Core Activities
- Build and maintain productive working relationships.
- Deal effectively with email and telephone enquiries.
- Assist in the collation of MI and maintain this data.
- Handle outsourced providers e.g. MyCSP and Shared Services.
- Comply with relevant policies and procedures and be able to advise customers on these.
- Identify continuous improvement opportunities.
- Deal effectively and efficiently with customers.

### The ‘Step-up’
- Build understanding of good transactional HR including the importance of Getting the Basics Right.
- Focus on effective delivery.
- Develop experience of working with internal and external stakeholders.
- Management capabilities and experience to confidently lead and deliver through others.
- Further develop customer service skills.
Level 2: First line management

Overview
At level 2 on the HR Operations Pathway you will typically be responsible for effective operational delivery or contract management.

In a pensions role you will have a good understanding of the way a pension scheme operates and how the team functions to support members and deliver a quality service. You will have responsibility for the service provided to pension scheme members.

In a GRS recruitment role you will develop a good level of HR/recruitment/technical knowledge to enable you to lead, support and manage resourcing teams. You will also provide expert recruitment/technical advice and guidance to customers across Whitehall Departments & Agencies as well as external customers.

Depending on the context you are working within you will:

- get an excellent grounding in contract management;
- build your understanding of the role data plays in cross HR issues like Workforce Planning;
- manage teams to deliver a quality service;
- get unparalleled experience in working with external stakeholders to deliver outcomes; and
- grow your capability in driving for continuous improvement.

Key Skills
Depending on the specific role you undertake, key skills and knowledge that people display at this level include:

- Developing expertise in HR Operations including (depending on your role) a good understanding of:
  - HR processes/Recruitment/payroll/e-recruitment platform.
  - Pension scheme delivery methodology.
  - Communicating with impact and an ability to influence, and consult with, key stakeholders.
  - Excellent customer service skills including being open to change and focussed on developing a professional service.
  - Effective management of staff including:
    - performance management; handling difficult situations and having difficult conversations;
    - strong interpersonal skills and an ability to lead and engage; and
    - coaching team members to ensure issues and trends are identified and potential solutions suggested as part of a continuous improvement cycle.
# Level 2: First line management

## Core Activities

Depending on the specific role you undertake, your core activities at this level may include:

- Being a point of escalation for operational issues e.g. payroll or pensions issues.
- Managing operational teams to ensure delivery of, for example, all recruitment campaigns.
- Using a range of tools, policies & guidance to effectively manage performance.
- Providing high quality, professional advice & guidance in line with Service Level Agreements.
- Working collaboratively to ensure, for example, a quality service is delivered to pensions scheme members and are appropriately designed & delivered, to ensure best value for money.

## Building good working relationships

- Building good working relationships with a wide range of business customers to develop a deep understanding of the cross-departmental position for all.
- Supporting the implementation of change by working with managers to ensure they fully understand the rationale behind the change, the future vision and what is needed.

## The ‘Step-up’

To make the ‘step-up’ individuals will need to:

- Understand how different HR processes, systems and services talk and integrate with one another rather than systems/services in isolation.
- Understand the delivery of services across departmental boundaries.
- Take a more strategic approach, for example, a more strategic view of the benefits of Performance Management.

## Other development to be considered:

- Consider the ‘Bigger Picture’ to link in with HR strategy, culture and other departments’ plans.
- Feed consideration of costs/benefits into the overall organisational strategy.
- Have a strong knowledge of Coaching & Mentoring.

Level 2 of the HR Operations job family is a good gateway grade into other job families or even to other functions such as commercial or operational delivery.
Level 2: HR Operations - Case Study

Name: Sheila
Job Title: Service Delivery Manager
Current Department: Government Recruitment Service (GRS)

“I am currently a Team Leader on the Home Office Recruitment Team. I manage a team and work with them to progress recruitment campaigns from advert stage right through until a provisional offer has been made to a candidate. This is a fast paced and diverse role, with a variety of challenges. I work with vacancy holders, providing advice and guidance on all parts of the recruitment process. I also deal with any candidate queries that arise from this.

I have had a varied career, and started work for the Department for Transport, where I completed a number of roles, before taking up a job in a Finance Department. This, unfortunately, was not for me and I then decided that perhaps the Civil Service was not for me either and left. I worked for various organisations before taking on a Fixed Term Appointment (FTA) in DWP, in Recruitment. This was a fast paced environment that I really enjoyed, and when the FTA came to an end, I worked for NHS for a spell – also in Recruitment. Whilst nursing a broken leg, I saw an advert for HMRC on Civil Service Jobs. I decided that this would be a good move and applied for an FTA position. I was successful, and came back into “the fold” of the Civil Service – this time as an AA. I then saw a job advert for GRS, and was lucky enough to gain permanent employment, and promotion in one go. The rest is history, after a couple of years as an Administrative Officer (AO) in GRS, I applied for, and was successful in gaining promotion in this Department.

I enjoy working in Recruitment. I find this a rewarding role, in that there is an end result, no two days are the same, and most of all, I enjoy working with and helping people.”
HR Operations Pathway Level 2: Summary

<table>
<thead>
<tr>
<th>Level Overview</th>
<th>At level 2 on the HR Operations Pathway you will typically be responsible for effective operational delivery, contract management or pensions delivery.</th>
</tr>
</thead>
</table>
| Key Skills     | • Developing expertise in HR Operations.  
• Communicating with impact.  
• Excellent customer service skills.  
• Effective management of staff. |
| Core Activities| • Be a point of escalation for operational issues e.g. payroll or pensions issues.  
• Manage operational teams to ensure delivery of, for example, all recruitment campaigns.  
• Use a range of tools, policies & guidance to effectively manage performance.  
• Provide high quality, professional advice & guidance in line with Service Level Agreements.  
• Work collaboratively to deliver a quality service.  
• Build good working relationships.  
• Support the implementation of change. |
| The ‘Step-up’   | • Understand how different HR Processes, systems and services talk and integrate with one another.  
• Understand the delivery of services across departmental boundaries.  
• Take a more strategic approach.  
• Consider the ‘Bigger Picture’ to link in with HR Strategy, culture and other departments plans.  
• Feed consideration of costs/benefits into the overall organisational strategy.  
• Have a strong knowledge of Coaching & Mentoring. |
Level 3: Middle management

Overview
At level 3 on the HR Operations Pathway your role will grow and develop in terms of your influencing, decision making and leadership skills.

Depending on your role you may have responsibility for leading & developing effective operational delivery policies/procedures; providing support to your teams and giving expert and technical advice to your customers and stakeholders. In addition you may provide support to the Head of Service and wider Senior Leadership Team to help achieve your strategic goals.

At this level you may lead and support the development of your managers and teams, lead project delivery and assist in major change projects, challenging the status quo in a positive and objective way.

If working in a department you will be a formal contract or relationship manager and will act as the main point of contact with external organisations delivering a service to your department. You will be representing your department’s interest in a broader field.

Key Skills
Depending on the specific role you undertake, key skills and knowledge that people display at this level may include:

- Excellent leading and communication skills with the confidence to lead by example, be a role model and drive team performance. If working across locations you will need to build a “single team” ethos.
- Resilience and diplomacy.
- Self-motivated, energetic and open to change.
- A good balance of constructive challenge and collaborative support.
- Confidence in your ability to work in ambiguity.
- Strong and proven knowledge of pensions legislation.
- Understanding of the whole end to end HR process including recruitment, payroll etc. if working in a department every part of HR will come to you for a system or process change.
- Ability to work across government, considering how efficiencies can be made together.

Core Activities
Depending on the specific role you undertake, your core activities at this level may include:

- Leading and managing operational teams to ensure delivery services.
- Supporting the implementation of change by working with managers to ensure they fully understand the rationale behind the change, the future vision and what’s needed.
Level 3: Middle management

- Using customer feedback to implement performance improvements to end to end processes to ensure delivery is customer focused, efficient & effective.
- Building relationships and forming alliances with internal and external specialists and communities of practice to scan for emerging trends, innovations, current best practice and to understand the external human resource market.
- Providing Senior Management support to the wider Senior Leadership Team.
- Carrying out and delivering analysis for pensions change exercises.
- Managing customer complaint resolution.
- Project and programme management.
- Formal point of contact with external organization of shared service.
- Representing your department’s interest in a broader field.

**The ‘Step-up’**

The Step up at Level 3 is around expanding technical expertise in Casework, gaining breadth and depth of HR experience, and honing leadership skills to deliver through others.

**In the workplace** this may include:

- Developing confidence to engage and influence large groups, team members and senior stakeholders.
- Building wide-ranging professional networks to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the Civil Service political environment.
- Leading on strategic level and complex HR Operations projects and activities.
- Building the breadth and depth of HR expertise necessary for working at a senior level by working in more than one role across different HR deliverables and job families.
- Showing the application of systems thinking in delivery of work undertaken.
- Building the confidence to critically challenge or hold a professional view on HR issues.
- Involvement in managing or establishing commercial contracts and financial budgets.
- Gaining CIPD Chartered or Fellow Membership.

**Development activities** may include:

- Involvement in a corporate, cross-cutting project.
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Civil Service or HR Talent Development programmes.
Level 3: Middle management

Further development opportunities

• Gain formal qualifications or specialist learning within casework such as: experience across all the pensions operational functional areas, completing key PMI qualifications.
“Working in HR for many years I was fortunate enough to help deliver a large scale recruitment campaign which sparked an instant interest in government recruitment for me. I applied for a level transfer into GRS where I worked as a Recruitment Advisor managing volume recruitment for one government department (HMRC). GRS grew at pace which allowed me to establish working relationships with many other government departments, understanding their roles and requirements which helped bring in the most suitable candidate for their roles.

I was successful in gaining promotion to become a Recruitment Officer within GRS. I used the knowledge and skills gained from my previous roles to manage in excess of 1000 vacancies (approx. 3000 positions) with a team of 14 administrative officers. I believe having conducted the role myself, the staff respected the difficult decisions I had to make and bought into process improvements more which in turn helped drive productivity. This was a very challenging role as GRS was continuing to grow and develop and I was fortunate enough to be exposed to many different roles and opportunities which I used to push myself outside of my comfort zone to help me gain the leadership skills required to develop my career further.

I was further promoted, within GRS, into a Higher Operations manager role. I initially lead 4 recruitment teams offering a volume recruitment service before joining a new area of recruitment to specialise in baseline personal security standard checks (known as pre-employment checks). I have thoroughly enjoyed my role to date and have implemented a number of process improvements which have resulted in my teams now consistently meeting our service level agreement. I am currently attending a 6 months Gravitas course as I feel it is an essential leadership quality which will help ensure I have the skills to stay strong and deliver results irrespective of the challenges around me.”
HR Operations Pathway Level 3: Summary

**Level Overview**
At level 3 on the HR Operations Pathway your role will grow and develop in terms of your influencing, decision making and leadership skills. Depending on your role you may have responsibility for leading & developing effective operational delivery policies/procedures; providing support to your teams and giving expert and technical advice to your customers and stakeholders.

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<td>• Understanding of the whole end to end HR Process.</td>
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<tr>
<td>• Represent departments interest in a broader field.</td>
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<tr>
<td>• Ability to work across government.</td>
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**Key Skills**

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<th>Core Activities</th>
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<td>• Lead &amp; manage operational teams to ensure delivery services.</td>
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<td>• Support the implementation of change.</td>
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<tr>
<td>• Use customer feedback to implement performance improvements.</td>
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<td>• Build relationships and form alliances with internal and external specialists.</td>
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**The ‘Step-up’**

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<td>• Building wide-ranging professional networks.</td>
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<td>• Broadening understanding of the drivers for change and the Civil Service political environment.</td>
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<tr>
<td>• Leading others on strategic level projects and activities.</td>
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<tr>
<td>• Building the breadth and depth of HR expertise.</td>
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<td>• Showing the application of systems thinking.</td>
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<td>• Critically challenge or hold a professional view on HR issues.</td>
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<tr>
<td>• Involvement in managing or establishing commercial contracts and financial budgets.</td>
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</table>
Overview
At this most senior level you will have complete exposure to complex cross government operations. You will need to be thinking in terms of the government position rather than the department or Expert Service position. You will be drawn into executive level conversations where you will straddle the commercial and HR space. Also, at this level you will need to have a strong affinity with technology, digital solutions and finance.

Depending on the context of your role you will be responsible for leading the effective operational delivery of your business, collaborating across the supply chain to improve end-to-end efficiency and effectiveness.

Typical activity will include driving high levels of customer service, providing visible and engaging leadership across the service and using a combination of leadership, creativity and analytical skills to build capability.

Key Skills
Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

• Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
• Translates the organisational plan into a clear and understandable people plan.
• Builds an inclusive, high performing, and professional HR team.

• 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.
• Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
• Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
• Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
## Level 4: Senior management

- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.

### Core Activities

**Depending on the specific role you undertake, your core activities at this level may include:**

- Owning the design of all aspects of the service, ensuring compliance with policies and standards.
- Supporting operational areas to identify and address performance issues.
- Controlling the flow of work and managing the capacity of the service.
- Developing the capacity and capability of the workforce to meet current and future needs.
- Identifying and prioritising service improvement opportunities based on a range of inputs and evidence.
- Analysing customer contact, reducing avoidable contact & improving the speed and quality of responses.
- Communicating with employees at all levels and engaging with Trade Unions to maintain good employee relations.
- Managing complex relationships with external stakeholders.
- Drawing on all functional leaders to deliver joined up solutions.

**The ‘Step-up’**

The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

**In the workplace this may include:**

- Taking on roles of increased scale to develop breadth and depth of experiences.
- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda.
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.
Level 4: Senior management

**Development activities** may include:
- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- Secondments to other sectors or across Civil Service Functions.
- CIPD Fellow membership.
- Completing Senior Talent Development programmes; High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).

**Further Learning Opportunities**
- Completing SCS Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an SRO; and
  - Leading others through coaching.
- A development programme that support a transformational, systemic mindset.
- Completing advanced programmes in specialist areas of the job family.
Name: Debra  
Job Title: Director of Pensions  
Current Department: Cabinet Office

“I am the Director of Pensions for both the Civil Service and the Royal Mail Pension Schemes.

My role involves:
- Strategic view of the pensions landscape.
- Management of the pensions team and third party administrator.
- Procurement and contract management of our stakeholders.
- Oversee member pension benefits, right member, right benefit, right time.

I have recently joined the Civil Service having worked in the private sector for most of my working life; this is my first public sector appointment.

I have worked in the pensions arena for the last 30 years and have worked my way up from a pensions administrator role with the Prudential back in 1987.

I love my job, I like being able to make sure that people receive the right pension that they have worked and paid into all their lives, I like being a coach and mentor to my team and helping people grow and develop in their roles. I’ve had help to get me where I am today and I pay it forward.”
“My role is Deputy Director and Head of Recruitment Operations, working to the Chief Operating Officer in CSHR. I love it!

My career path has had a few twists and turns, sometimes with a plan and other times taking opportunities as they came. Doing both really helps with career development.

A quick summary… my first proper job was a Team Leader in pensions processing. Before that I worked in shops, restaurants, a contact centre, Newcastle Arena, and as a gardener. All useful preparation for the following 15 years! I’ve worked in operational change implementation, HR planning and delivery, various projects including some commercial work, the NHS National Treatment Agency (Heroin and Crack Cocaine services), Jobcentre plus, and latterly as Head of Service for Volume Recruitment within GRS.

As DD, my role is about leading and enabling my teams to operate effectively in an increasingly challenging and changing environment. I spend most of my time engaging and coaching people individually and in groups, and some of the time managing senior stakeholders and dealing with things like budgets and strategic planning. More than anything, I enjoy being an authentic and present leader… “a real person” as I like to say, not someone hiding in an office somewhere that people try to avoid!”
HR Operations Pathway Level 4: Summary

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<td>• Provide visible and engaging leadership across the service.</td>
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<td>• Drive a culture of ‘continuous improvement’ at all levels.</td>
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<tr>
<td>• Use a combination of analytical skills, creativity and leadership to build capability.</td>
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<tr>
<td>• Drive high levels of customer service against clearly articulated service standards.</td>
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<td>• Drive a culture of observation, feedback and coaching.</td>
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Organisational Design & Development Career Pathway Contents

- Section 1
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Why choose a career in Organisational Design & Development?

What is OD&D?
Organisation Design and Development (OD&D) are two distinct but complementary career paths. Within the Civil Service, there is an expert OD&D service, which is one of a small number of expert HR services that work across government, and a thriving network of departmental OD&D services and practitioners. Please refer to the relevant tabs definitions of each career path, together with information on key reading and learning opportunities.

Working in OD&D
OD&D work typically involves the provision of consultancy and advice to help clients address business challenges. This includes the application of OD&D approaches, methods and tools to deliver specific interventions. It also includes developing OD&D capability within the Civil Service, by helping senior leadership think through the OD&D implications of their work, adopting approaches which share knowledge with colleagues and delivering learning interventions.

OD&D Career Paths
Organisation “design” and “development” are often referred to interchangeably, but whilst there is an overlap, there are also distinct behavioural attributes, skills, activities and roles associated with each career path. These pages will provide you with a guide to the similarities and differences between the two. It will also help you think through what your route into OD&D might be.

Although there are some level 1 business manager roles in the Civil Service which support OD&D teams, it is more common that people start to follow a specific OD&D career path at levels 2 or 3.

Routes into OD&D
It’s worth saying upfront – there is no standardised route into OD&D. Whilst it is situated within the HR profession in the Civil Service, there is also an important overlap with other professions involved in the delivery of business change. OD&D projects usually involve a blend of skills and practitioners will work in partnership with senior leadership, transformation leaders, HR and wider stakeholders, depending on the business need. The diagram below provides an indication of some common entry / exit points:
Organisational Design & Development Career Pathway

Why choose a career in Organisation Design & Development?

**Design**
When defining organisation design, it can be easier to begin with what it is not. Organisation design is not limited to rearranging organisational structures and updating organisation charts. It involves holistic design thinking about how we should align our structures to our people, systems and processes. Design will help achieve a business purpose and enable us to respond to changes.

**Approaches to Organisation Design**
Organisation design practitioners apply design approaches, methods and tools to help clients make decisions about how to arrange the different components of their organisation. Traditional approaches tend to focus on the more formal parts (e.g. structures, systems and processes). More recent thinking balances formal parts with the need to take full account of an organisation’s people and culture to scope, design and implement an organisation design project. Please refer to the key reading section for some useful materials on organisation design approaches.

**Organisation Design in the Civil Service**
In the Civil Service, there is an important overlap between organisation “design” and “development” activities. When delivering organisation design projects, we take full account of the business need and often deploy a blend of skills to help achieve the outcomes required. Organisation design capability is important for HR practitioners – both from the perspective of delivering organisational change effectively and understanding the overlap with HR processes.

**Development**
**Organisation Development** strengthens organisational effectiveness by paying attention to the human and the organisation needs using the practice of Applied Behavioural Science as well as System and Complexity theories and practice.

Attending to the organisation’s needs means focusing on the total system and its interdependencies as they relate to the organisation’s purpose.

Attending to the human needs means engaging people in the development and implementation of organisation strategy, system, process and ways of working.
As part of providing high quality OD&D to clients across the Civil Service, there is a thriving network of OD practitioners across Departments. These include colleagues with some or all of these experiences:

- Have a level of capability development in OD&D.
- Have participated in the Civil Service’s OD&D capability programmes.
- Are operating in OD&D roles.
- Have previous OD&D experience or expertise.
- Occupy leadership roles with oversight of OD&D function.

Contact enquiries@odandd.gov.uk for further information on the OD&D network.

One aspect of supporting the wider Civil Service system is to develop and deepen OD&D capability at various levels. Available capability programmes (you will need a CSL account).
Introduction

One approach to thinking about OD&D career pathways is to consider three key components of the work: **doing, leading and shaping**. The proportion of time a practitioner will spend on each component will vary depending on:

**Stage in a practitioner’s career** – at the beginning, the majority of time is likely to be taken up by doing.

**Size and complexity of the system** – in some cases a large, but homogeneous organisation could pose less challenge that a small, but diverse organisation.

**Type and variety of interventions needed** – some practitioners deliver a wide range of interventions, whereas others may be subject matter experts.

**Level of intervention** – some projects involve working with senior clients to enable change at an organisational level, whereas others will be focussed at an individual / team level.

There is no single model for the make-up of a practitioner’s role. As such, OD&D career pathways are not as closely linked to specific roles or grades as other HR career pathways.

Doing means:
- Providing OD&D services
- Delivering OD&D consultancy to clients
- Engaging with clients at various levels, including individual / team level

Leading means:
- Leading the delivery of OD&D services
- Managing the delivery of OD&D consultancy to clients
- Engaging with client systems at more strategic levels

Shaping means:
- Shaping the delivery of OD&D services
- Influencing the use/take-up of OD&D consultancy services
- Engaging primarily at an organisation / system level
OD&D and the Civil Service Competencies and Personal Qualities

**OD&D and the Civil Service competences**

Here are the key competences which are important in practising Organisation Development and Design at different levels in the Civil Service.

**OD&D and personal qualities**

In addition, becoming a successful OD&D practitioner is as much about personal qualities as it is about professional skills and competences. Some key personal qualities at the heart of OD&D practice include being...

- ... self-motivated
- ... relational and interested in people and human systems
- ... business savvy
- ... values based
- ... motivated
- ... inspiring
- ... visionary
- ....dedicated
Level 2: OD&D Assistant Consultant

Overview
Some OD&D teams in the Civil Service include development roles which help facilitate the work of more experienced OD&D practitioners.

These tabs illustrate the type of activity involved in OD&D practice at this level, as well as the key skills required.

Key Skills
Key skills and knowledge that people display at this level include:

• Understanding of organisation development/design approaches, methods and tools and how to apply them (basic).

• Project Management (the ability to deliver small packages of OD&D work to cost / quality / time).

• Communication (the ability to engage effectively with clients and delivery partners at the individual / team level).

• Collaboration (the ability to form effective working-level relationships).

• Critical Thinking (the ability to approach OD&D work objectively and gather evidence to inform practice).

• Quality Management (the ability to deliver high quality outputs, utilising professional expertise and maintaining delivery focus).

• Delivering at Pace (the ability to focus on agreed priorities and resolve issues when they arise).

• Experience of working in a consulting environment (basic).

• Understanding of systems and complexity theories (basic).

• Understanding of research approaches, methods and tools (basic).

Key skills for Organisation Design that people display at this level include:

• Understanding of organisation design approaches, methods and tools (basic).

• Business Strategy Development (basic).

• Business Model Development (basic).

• Data Analysis (basic).

• Process Mapping (basic).

• Capability Mapping (basic).

• Impact assessment (basic).

Key skills for Organisation Development that people display at this level include:

• A practical working knowledge of a range of OD&D theories and methodologies and how to use them.

• Critical thinking.

• Systems thinking.

• Decision-making.

• Process Facilitation.
Level 2: OD&D Assistant Consultant

• Emotional Intelligence.
• Business Knowledge.
• Action Research.
• Analysis.
• The ability to coach others.

Core Activities

Your core Organisation Development activities at this level may include:
• Delivering OD input into wider transformation programmes.
• Engaging with individual / team-level clients.
• Conducting client interviews / conversations.
• Designing and facilitating workshops.
• Conducting research.
• Sharing knowledge and experience with colleagues.

• Delivering capability interventions and continued professional development activities.

Your core Organisation Design activities at this level may include:
• Delivering small Organisation Design projects.
• Analysing data about people, cost and skills.
• Developing organisation charts.
• Developing process maps.
• Developing capability maps.
• Development of design materials (e.g. high level design, detailed design, role descriptions etc.).
• Conducting change impact assessments.
• Supporting transition planning and implementation activities.

The ‘Step-up’

The step up to working as an OD&D practitioner at this level involves developing your OD&D knowledge and experience and assuming a leading role. This could be achieved through participating in structured capability programmes, leading a broader scope of work and/or supervising the practice of others. As you begin to cover a larger scope of work, the challenge is to maintain a depth of knowledge and you will need to begin to think about developing a degree of specialism.

Developing further as an Organisation Development practitioner is likely to involve developing mastery of some or all of these areas:
• Wider range of theories of OD&D.
• Marketing OD&D.
• Process consultation/group dynamics.
• Power and politics.
Level 2: OD&D Assistant Consultant

- Appreciative Inquiry.
- Action planning and intervention.
- Large Group Interventions.
- Employee engagement.
- Developing leadership.

The step-up in Organisation Design may involve:

- Using analytical methods to interpret people / cost / skill data.
- Scoping and planning a small Organisation Design project.
- Leading on client interviewing / workshop facilitation.
- Leading on the design thinking for a particular area of work.
Level 2: OD&D Case study 1

Name: Lauren
Job Title: HR Business Partner
Current Department: Department for International Development (DFID)

“I joined the Civil Service as an HR Fast Streamer in 2012. After my first placement as an HR policy consultant in CSEP, I joined DFID as an HR Project Manager. This is where I first began to apply an OD&D approach to my work. I worked alongside more experienced OD&D practitioners within DFID who were very happy to share their knowledge and insights, which began to make the field of OD&D much more accessible to me.

My role involved engaging with clients in the business to look at systems and processes and improving overall efficiencies. This meant working with clients to gather data, identify blockages and address the underlying systemic issues that were contributing to them. I had to get to understand the whole organisation, and how the component parts work together. This involved dealing with senior stakeholders in the business, gathering data about their needs and helping different bits of the organisation have the conversations they needed to have. For me, it was about making sure the systems and processes met not just the needs of the organisation, but also the needs of the people who worked within it.

I’m now a Grade 7 HR Business Partner and I find my exposure to OD&D really helps in terms of advising clients on ways of working and organisational structures. It’s been really valuable in helping the organisation respond to external political challenges such as the impact of Brexit. Looking at these challenges with an OD&D lens helps me think about things with a much wider perspective. I’m now keen to do more formal learning in the field in order to build on what I’ve already experienced.”
“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 Foreign and Commonwealth Office (FCO), CSHR and GLD. I came across OD&D when I moved from the FCO into CSHR (the predecessor of CSHR). 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.

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. 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.

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.”
# OD&D Pathway Level 2: Summary

## Level Overview
Some OD&D teams in the Civil Service include development roles which help facilitate the work of more experienced OD&D practitioners.

## Organisational Design and Development Pathway Overview

<table>
<thead>
<tr>
<th>Key Skills</th>
<th>Your Notes</th>
</tr>
</thead>
</table>
| - Understanding of organisation development/design approaches, methods and tools and how to apply them.  
- Project Management.  
- Communication.  
- Collaboration (the ability to form effective working-level relationships).  
- Critical Thinking.  
- Quality Management. | |

<table>
<thead>
<tr>
<th>Core Activities</th>
<th>Your Notes</th>
</tr>
</thead>
</table>
| Your core **Organisation Development** activities at this level may include:  
- Delivering OD input into wider transformation programmes.  
- Engaging with individual / team-level clients.  
- Conducting client interviews / conversations.  
- Designing and facilitating workshops. | |
| Your core **Organisation Design** activities at this level may include  
- Delivering small Organisation Design projects.  
- Analysing data about people, cost and skills.  
- Supporting transition planning and implementation activities. | |

<table>
<thead>
<tr>
<th>The ‘Step-up’</th>
<th>Your Notes</th>
</tr>
</thead>
</table>
| - Develop your OD&D knowledge and experience.  
- Assume a leading role.  
- Participate in structured capability programmes.  
- Lead a broader scope of work and/or supervise the practice of others.  
- Begin to think about developing a degree of specialism. | |
Level 3: OD&D Assistant Consultant

Overview

Working as an OD practitioner at this level is likely to 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). It will mean operating at various levels of system as part of your OD&D practice.

Roles may involve designing an overall approach to using OD&D in the organisation and/or leading and managing OD&D practitioners in the organisation.

There is a wide range of roles at this level in the Civil Service which involve practising OD&D. These vary from dedicated full-time OD&D roles (which may or may not have the term OD&D in the title) to other roles (e.g. HRBP or Transformation lead) and/or relatively senior roles with responsibility for leading various functions which include OD&D.

Skills and experience gained in other professions are highly transferable to the field of OD&D at this level. These include skills such as facilitation, quality management and statistical tools, process improvement, training design, change management, consulting, coaching, formal presentations, leading teams, conflict resolution, job analysis, job redesign, competency models, etc.

Key Skills

Key skills and knowledge that people display at this level in Organisation Design and Organisation Development include:

- Project / Programme Management (the ability to scope, design and implement large / complex OD&D work, in partnership with the client).
- Communication (the ability to engage effectively with clients and delivery partners at the function / directorate level).
- Collaboration (the ability to form trusted advisor relationships and help shape the overall direction of a project).
- Leadership (the ability to lead a small team and manage the quality of their work).
- Capability Development (the ability to develop approaches which partner with colleagues, share knowledge and help embed OD&D capability).
- Quality Management (the ability to manage the delivery of a high quality OD&D service through the supervision of others).
- Delivering at Pace (the ability to identify delivery priorities and work with clients to resolve issues when they arise).
- Experience of leading the delivery of OD&D activities.
- Experience of working in a consulting environment (advanced).
Level 3: OD&D Assistant Consultant

- Understanding of systems and complexity theories (advanced).
- Understanding of research approaches, methods and tools (advanced).

**Key skills for Organisation Design consultant roles include:**

- Understanding of organisation design approaches, methods and tools (advanced).
- Business Strategy Development (advanced).
- Business Model Development (advanced).
- Data Analysis (advanced).
- Process Mapping (advanced).
- Capability Mapping (advanced).
- Impact assessment (advanced).
- Transition planning (advanced).
- Implementation (advanced).

Whether working in Organisation Development or Organisation Design, it is important that OD&D practitioners in the Civil Service have a broad understanding of wider HR systems and people-related levers (e.g. reward) which can support and enable change in the Civil Service.

Leading OD practitioner Mee Yan Cheung Judge offers this framework for capturing the key skills and competences involved in operating effectively as an Organisation Development practitioner.

**Core Activities**

Your core activities at this level may include leading the delivery of OD&D activities, and supervising others including:

- engaging with function / directorate level clients;
- scoping, planning and delivering OD&D interventions;
- providing input, challenge and direction to the work of others;

- developing OD&D approaches, methods and tools;
- delivering OD&D capability development activities including; and
- coaching, training and continued professional development.

Your core Organisation Design activities at this level may include:

- Using analytics and benchmarks to help inform Organisation Design work.
- Establishing scope and design principles.
- Developing business strategies, business models and high level design / detailed design / job descriptions etc.
- Transition planning.
- Implementation.
- Managing dependencies of Organisation Design work with other activities / stakeholders - e.g. HR.
Level 3: OD&D Assistant Consultant

- Supporting practitioners and clients with design thinking and providing constructive challenge.

**Your core Organisation Development activities at this level may include:**

- Providing expert business consulting using a process approach and relevant business consulting tools.
- Scoping business/people change requirements and using change models in a practical way.
- Applying knowledge of system theory.
- Selecting and applying appropriate OD&D methodologies, tools, techniques or frameworks.
- Using formal problem solving approaches to design change initiatives.
- Integrating OD&D strategy and approach with the organisation’s strategy.
- Identifying cultural and/or people change drivers and inhibitors.

- Analysing organisational culture, behaviours and group dynamics.
- Designing & implementing cultural/behavioural solutions.
- Facilitating groups as part of a change/OD intervention including designing and delivering development interventions.
- Designing and delivering internal change initiative communications.
- Using conflict resolution techniques.
- Analysing stakeholders, developing stakeholder influencing strategies, and managing a wider range of stakeholders.

The ‘Step-up’

The Step up at Level 3 is around expanding technical expertise in Casework, gaining breadth and depth of HR experience, and honing leadership skill to deliver through others.

In the workplace this may include:

- Developing confidence to engage and influence large groups, team members and senior stakeholders.
- Building wide-ranging professional networks to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the Civil Service political environment.
- Leading on strategic level and complex HR Operations projects and activities.
- Building the breadth and depth of HR expertise necessary for working at a senior level by working in more than one role across different HR deliverables and job families.
- Showing the application of systems thinking in delivery of work undertaken.
- Building the confidence to critically challenge or hold a professional view on HR issues.
Level 3: OD&D Assistant Consultant

- Involvement in managing or establishing commercial contracts and financial budgets.

You may want to also consider formal qualifications or specialist learning within some or all of: large scale system change; culture and behavioural change; evaluating OD&D interventions; Complexity and chaos theory; and human systems dynamics.

**Learning Opportunities**

- Advancing Your Practice OD programme.
- Organisation Design Level 2.
- Practice supervision.
- Mentoring OD&D colleagues.
- Cross-departmental OD&D work.
- Becoming an Associate of the OD&D Service.
- Delivering OD&D capability programmes.
- CIPD Level 7 Advanced Award in OD&D.

- Participation in external networks.

**Development Activities**

- Involvement in a corporate, cross-cutting project.
- Gaining CIPD Chartered or Fellow member.
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Civil Service or HR Talent Development programmes.
“I first came across OD&D when I took part in an HR Leadership programme in my Department. I was an HR Business Partner at the time. The programme included a module on Organisation Development given by Mee Yan Cheung Judge. I found it made total sense to look at organisations from a holistic, “whole system” perspective, and I realised this was the kind of work I wanted to do.

It seemed to me that OD was basically about ‘doing good change’. So I took up a role as a Change HRBP, working on big transformation programmes. I signed up for the first cohort of Ashridge’s OD capability programme for the Civil Service and then went on to do Ashridge’s MSc in Organisational Change. I went on a year’s secondment to the OD&D Expert Service before returning to DWP as an Organisation Development consultant.

Around this time I started focusing more on Organisation Design, and I now run our Department’s Organisation Design capability programme. I’m also doing a Postgraduate Diploma in Organisation Supervision, which enables me to coach and support my Department’s OD&D practitioners. These days I notice I’m much more focussed on design thinking and systems thinking, and what I most enjoy about OD&D is finding more agile ways of doing Organisation Design. I enjoy the challenge of keeping my OD&D skills relevant to the changing needs of the business.”
Leading OD practitioner Mee Yan Cheung Judge offers this framework for capturing the key skills and competences involved in operating effectively as an Organisation Development practitioner:

- **SELF-AWARENESS:** Clear knowledge of Who I am; How I work; Preferences; Style and approach; Impact.

- **TECHNICAL EXPERIENCES AND EXPERTISE IN SPECIFIC INTERVENTIONS:** Large scale system change; Appreciative inquiry; Organisation design.

- **CONCEPTUAL COMPETENCES:** Seeing the big picture; Diagnostic skills; Ability to handle data; Understanding of how Civil Service works.

- **ETHICS AND VALUES:** Clear value set; Subscribe to OD values; Espouse and live the values; Ability to role model ethical behaviour.

- **SELF CONFIDENCE:** Sober judgement; Grounded sense of self; Not driven by need for people’s approval.

- **STRONG INDIVIDUAL GROUP PROCESS SKILLS:** Process consultation; Facilitation; Interpersonal work.

- **CHANGE COMPETENCY:** Ability to manage logical matters; psychological matters; psychological/political matters; OD approach change technique and methods; evaluation and metrics.
## OD&D Pathway Level 3: Summary

### Level Overview
Working as an OD practitioner at this level is likely to 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. It will mean operating at various levels of system as part of your OD&D practice.

<table>
<thead>
<tr>
<th>Organisational Design and Development Pathway Overview</th>
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<tbody>
<tr>
<td><strong>Key Skills</strong></td>
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<tr>
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<td>• Capability Development.</td>
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<td>• Quality Management.</td>
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<tr>
<td>• Experience of leading the delivery of OD&amp;D activities.</td>
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<tr>
<td>• Understanding of research approaches, methods and tools.</td>
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</table>

| **Core Activities**                                   |            |
| • Engaging with function / directorate level clients.  |            |
| • Scoping, planning and delivering OD&D interventions. |            |
| • Providing input, challenge and direction to the work of others. | |
| • Developing OD&D approaches, methods and tools.       |            |
| • Delivering OD&D capability development activities including. |   |
| • Coaching, training and continued professional development. | |

| **The ‘Step-up’**                                     |            |
| • Engage and influence large groups, team members and senior stakeholders. | |
| • Building wide-ranging professional networks.        |            |
| • Broadening understanding of the drivers for change and the Civil Service political environment. | |
| • Leading others on strategic level projects and activities. | |
| • Building the breadth and depth of HR expertise.     |            |
| • Showing the application of systems thinking.        |            |
| • Critically challenge or hold a professional view on HR issues. | |
| • Involvement in managing or establishing commercial contracts and financial budgets. | |
**Overview**

There are a number of senior OD&D roles which, in addition to maintaining an OD&D practice, involve both leading OD&D operations and shaping the overall OD&D activity in a complex organisation.

At this level, there is still 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 still 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.

The fields of Organisation Design and Development are constantly evolving. In order to maintain subject matter expertise and provide useful advice to senior stakeholders, it is critical for Level 4 practitioners to stay up to date with developments in their field and to pay attention to their development needs. Level 4 practitioners will also play a key role in providing thought leadership and coaching, developing and supporting all other levels.

**Key Skills**

Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
Level 4: OD&D DD /Director / Strategic Consultant

- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.

In addition to the core skills those common to Organisation Design and Organisation Development practice at this level include:

- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.

In addition to the core skills those common to Organisation Design and Organisation Development practice at this level include:

- Project / Programme / Portfolio Management (to manage the delivery of OD&D services and interventions).
- Communication (to engage effectively with clients at all levels of the organisation).
- Collaboration (to form trusted advisor relationships and help shape the ways OD&D services are used across the Civil Service).
- Leadership (to lead an OD&D service and provide strategic direction).
- Capability Development
- Quality Management

- Delivering at Pace
- Understanding of research approaches, methods and tools (expert).
- Understanding of either (or both) Organisation Design or Organisation Development approaches, methods and tools (Expert).

**Core Activities**

Your core activities at this level may include:

- Developing an appropriate strategy and business model for Organisation Design and/or Organisation Development in the client system(s). This may involve operating across multiple systems in the Civil Service.
- Engaging with organisation/whole system level stakeholders to identify Organisation Design and/or Development requirements.
- Shaping the way in which senior leaders use OD&D services.
- Providing SME (subject matter expertise) input into projects.
- Developing OD&D strategy and business models.
- Developing an approach to OD&D capability development.
- Developing thought leadership around Organisation Design and or Organisation Development approaches, tools and methods.
- Scoping and planning large system-wide or multi-system OD&D interventions.
- Challenging and advising Board level stakeholders on OD&D issues.
The ‘Step-up’

The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

In the workplace this may include:

- Taking on roles of increased scale to develop breadth and depth of experiences.
- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda.
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.

Development activities may include:

- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- Secondments to other sectors or across Civil Service Functions
- CIPD Fellow membership.
- Completing Senior Talent Development programmes: High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS)
- Completing advanced programmes in specialist areas of OD&D- see box on learning opportunities.
"I started my career in operations, spending time in front-line delivery roles in DWP. As my career progressed, I became increasingly interested in the people side of things, and how to improve processes. Whether I was working on performance improvement and quality systems across a whole region, or on performance targets in the strategy team, I realised that everything that was showing up was relational, and that it was crucial to look at things holistically and systemically.

I first came across OD&D in around 2001 when I was Private Secretary to the Director General for HR. People around me were beginning to talk about OD&D and this seemed to give a label to all the questions I was asking. Initially my focus was Organisation Development but I noticed that the work was increasingly around how organisations design themselves. I find the two fields – Design and Development - really complement each other.

I took a decision to immerse myself in OD&D and did a Masters at Roffey Park followed by the NTL OD Certificate. I appreciated both the academic rigour of the MSc and the highly experiential nature of the NTL programme. The combination of the two gives me real confidence, especially when facing into something new that I haven’t experienced before.

I joined the OD&D Expert Service a couple of years ago, and have recently become the Director of the Service, applying a system-wide focus across the Civil Service. I’ve continued my development journey through exploring Gestalt and Constellations work, and I’m about to start an Action Research Doctorate at Ashridge. This feels a bit scary, but I’ve learned that I am at my best when I continue to stretch myself."
OD&D Pathway Level 4: Summary

There are a number of senior OD&D roles which, in addition to maintaining an OD&D practice, involve both leading OD&D operations and shaping the overall OD&D activity in a complex organisation. At this level, there is still 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 still 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.

### Key Skills

- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- Delivers transformation and performance with, and through, colleagues.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader.
- Utilises appropriate risk management understanding to deploy extra professional expertise.
- Builds professional networks, personal resilience, and emotional intelligence.
- Develops comprehensive understanding of HR and strategic workforce planning.

### Core Activities

- Developing an appropriate strategy and business model for OD&D.
- Engaging with organisation/whole system level stakeholders to identify OD&D requirements.
- Shaping the way in which senior leaders use OD&D services.
- Providing SME (subject matter expertise) input into projects.
- Developing OD&D strategy and business models.
- Developing an approach to OD&D capability development.
- Scoping and planning large system-wide or multi-system OD&D interventions.
- Challenging and advising Board level stakeholders on OD&D issues.

### The ‘Step-up’

- Taking on roles of increased scale.
- Broadening outlook across the Civil Service and wider.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills.
- Setting direction and leading across the whole people agenda.
- Systemic perspective, leading through complexity and working at and across boundaries between systems.
Levels of OD&D Interventions

Each making a different but equally important contribution to organisation performance

**Total System level**
- bringing in suppliers, customers, funders, partners, staff, volunteers together to search for a viable future that allows them to continue to make a significant impact in their core mission

**Whole System level (Organisation)**
- needing to change and adopt a new strategy, mission and/or design of the organisation
- work with a number of organisations sharing the same mission and needing to work well together

**Function/ Directorate level**
- enabling improved performance through better collaboration, communication etc.
- health of relationships with other functions / departments

**Team level**
- enable improved team performance through better communications, sharing, collaboration etc.
- teams needing to work more effectively together

**Individual level**
- helping to shift mindsets, paradigms, values and deep assumptions
- work on relationships with others in service of the organisation

**Examples**
- Large group intervention
- Cross boundary collaboration
- Total system design
- Complex change methodologies
- Culture & behavior change

- Large group intervention
- Executive & Board Development
- Organisation and system design
- Complex change methodologies
- Culture & behavior change

- Large group intervention
- Function design
- Senior team & Board development
- Change methodologies
- Conflict resolution

- Team coaching.
- Team design
- Group process & behavior change
- High performing teams work

- Coaching
- Personal effectiveness
- Leadership coaching
- Critical friend

Organisational Design & Development Career Pathway
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<td>Section 5</td>
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<td>Section 6</td>
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</table>
Why choose a career in Learning and Talent?

What is Learning and Talent?
The Learning & Talent Development job family offers stimulating and stretching career opportunities across government. Our purpose is to drive development at all levels to build Civil Service capability.

Learning and Talent Development is integral to developing people to fulfil their potential and equipping the organisation to meet changing business capability needs. Roles range from those within expert services at the heart of government to those developing and enabling front line delivery teams in departments.

The Learning and Talent Development ‘Career Offer’
We are looking for people who have a passion for learning and developing talent. We welcome self-motivated individuals with great communication skills and an ability to engage with internal and external partners. People who put customers at the heart of innovative solutions and service excellence; people who are curious and eager to provide expert learning support to individuals and departments to ensure business relevance, quality and value for money, always informed by best practice.

In return we promise to recognise and nurture your learning and talent development skills and knowledge, offering you a platform from which to launch a successful career in this exciting HR discipline and beyond. Roles and projects within centres of excellence, academies, departments or closer to operations will offer the chance to gain deep specialist L&D and talent expertise, generalist HR skills, or stretch into other professional areas such as commercial, project management, digital and analysis.

We expect learning and talent development professionals to be proactive about their continuous professional development, exemplifying a learning mind-set by seizing opportunities to stretch whether through professional qualifications, learning on the job or diverse roles. As careers progress we will encourage you to take part in the cross-government L&D and Talent networks, actively operating across boundaries to champion the role of learning and build the profile of our community.
# The Learning and Talent Development Career Pathway

<table>
<thead>
<tr>
<th>Pathway</th>
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<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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<tbody>
<tr>
<td></td>
<td>L&amp;D Administrator</td>
<td>L&amp;D Consultant</td>
<td>L&amp;D Consultant</td>
<td>Deputy Director</td>
</tr>
<tr>
<td></td>
<td>Talent Administrator</td>
<td>Talent Manager</td>
<td>Talent Partner</td>
<td>Director</td>
</tr>
<tr>
<td>Overview</td>
<td>Provide confident and seamless logistical, administrative and business support to L&amp;D, talent and capability functions across the organisation.</td>
<td>Complete needs analysis, design, delivery and/or evaluation of learning and talent interventions.</td>
<td>Lead a significant portfolio of learning products and projects. You may manage a team to identify, source, design and deliver key learning and talent interventions across the organisation or departments.</td>
<td>Developing and driving capability strategy, leading the L&amp;D function across the Civil Service, and being accountable for major cross-cutting learning and talent programmes</td>
</tr>
<tr>
<td>Case Studies</td>
<td>&quot;I deal with day-to-day financial transactions with third party suppliers for learning undertaken by all directorates within DWP&quot;</td>
<td>&quot;I aspire to continue to develop as an L&amp;D Consultant and I am already taking on new projects.&quot;</td>
<td>&quot;In my role as a Talent Partner I meet regularly with HR Directors and Heads of Talent to support their talent management and leadership capability activity&quot;</td>
<td>&quot;I have learned that the credibility of those supporting learning is critical - and don’t forget to build learning from within, sharing knowledge and experience&quot;</td>
</tr>
</tbody>
</table>
# Level 1: Learning & Development/ Talent Administrator

## Overview

At Level 1 within Learning & Talent Development 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.

Understanding the business context in which you are working is important and you will often work with very senior stakeholders or with departments, if in a central Centre of Excellence role.

You may be involved in co-ordinating the delivery of learning and development activities or handling confidential management information relating to learning and talent programmes.

You may also have opportunity to participate in projects on behalf of the wider L&D team, such as user research or evaluation studies.

## Key Skills

For those working at Level 1 in any of the job families we would expect:

- **Ability to use IT confidently**, for example to understand data in spreadsheets or put professional looking documents together.
- **Time management**: effective management of own time to meet priorities and deadlines.
- **Ability to keep data accurate and pay attention to detail**, especially when it comes to people’s personal data.
- **Good communication skills** demonstrating active listening and effective written and verbal communication skills.
- **An awareness of the wider HR Function roles, policies and processes.**
- **Ability to complete research and analysis**, to source, gather and understand appropriate information.

- Comfortable in 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.
- Project coordination and organisational skills.
- Good customer service skills including being open to change and focused on developing a professional service.
Level 1: Learning & Development/ Talent Administrator

Core Activities

Core activities at this level may include:

• Collecting and collating data on capability and learning needs, reporting to colleagues/managers.
• Supporting the sourcing of learning interventions in line with departmental processes.
• Administering the delivery of learning and talent development processes and programmes, managing delegate lists, joining instructions and evaluation processes.
• Working with very senior stakeholders, providing them with confident and seamless logistical support.
• Giving learning and training advice to individuals and managers ensuring fair access of opportunity for all.
• Managing learning and talent development records and IT systems.

• Supporting design experts in the development of interventions.
• Collecting and collating accurate evaluation data on learning interventions.
• Building own knowledge and insights about learning and development approaches.

The ‘Step-up’

Research and develop your understanding of foundation L&D principles and theory, and basic skillset:

• Kolb learning cycle.
• Honey and Mumford learning styles.
• Kirkpatrick’s New World evaluation model.
• CIPD Factsheet Learning Methods.

Co-deliver basic or bite-size learning sessions:

• Shadow an L&D practitioner.
• CSL curriculum Presenting Confidently.
• CSL curriculum Personal Impact.

Become involved in the design of a new learning product.

Boost your admin and digital skills:

• CSL curriculum Using Digital Tools.
• CIPD Course New Learning & Development Administrator.
Level 1: Learning and Talent Development - case study

Name: **Gareth**
Job Title: **HR Learning Delivery Finance Officer**
Current Department: **Department for Work & Pensions**

“I currently work in the HR Learning Delivery Team within the Department for Work and Pensions (DWP). I have been in HR since February 2016 and I deal with day-to-day financial transactions with third party suppliers for learning undertaken by all directorates within DWP. I also support the wider Skills and Capability Team within HR. Having had no previous experience within HR or finance, I have built my knowledge and skills to become fully confident in helping to manage the department’s central learning budget.

I entered the Civil Service in 2001, working in DWP Operations Directorate on a vast array of benefit legislation. I worked on Income Support, Jobseekers Allowance and Mortgages. In addition to this I spent some time on the front line within Jobcentre Plus Offices dealing with multiple benefit enquiries. I gained a real understanding of how the department works, including operational challenges, and how I could help achieve departmental goals. Alongside this I developed my HR knowledge and I look forward to using this now I am working within the corporate environment.

I intend to build on my HR skills so I can contribute to improvements on HR issues, policy, learning etc. It is also a great chance to develop myself towards more management and leadership roles and take advantage of the excellent opportunities offered to HR staff.”
# Learning and Talent Development Pathway Level 1: Summary

## Level Overview
At Level 1 within Learning & Talent Development you will typically work as part of team to provide confident and seamless logistical, administrative and business support to L&D, talent and capability functions across the organisation.

## Learning and Talent Development Pathway Overview

<table>
<thead>
<tr>
<th>Key Skills</th>
<th>Your Notes</th>
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</thead>
<tbody>
<tr>
<td>• Ability to use IT confidently.</td>
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<tr>
<td>• Time management.</td>
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<tr>
<td>• Good communication skills.</td>
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<tr>
<td>• Awareness of the wider HR Function roles, policies and processes.</td>
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<tr>
<td>• Ability to complete research and analysis, to source, gather and interpret appropriate information.</td>
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<tr>
<td>• Comfortable in interpreting information and draft reports to clearly present data/insight.</td>
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<tr>
<td>• Develop and maintain excellent working relationships project coordination and organisational skills.</td>
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<tr>
<td>• Basic understanding of the wider HR Function.</td>
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<tr>
<td>• Good customer service skills.</td>
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</table>

<table>
<thead>
<tr>
<th>Core Activities</th>
<th>Your Notes</th>
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</thead>
<tbody>
<tr>
<td>• Collect and collate data on capability and learning needs.</td>
<td></td>
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<tr>
<td>• Support the sourcing of learning interventions.</td>
<td></td>
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<tr>
<td>• Administer the delivery of learning and talent development processes and programmes.</td>
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<tr>
<td>• Give learning and training advice to individuals and managers.</td>
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<tr>
<td>• Manage learning and talent development records and IT systems.</td>
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<tr>
<td>• Collect and collate accurate evaluation data on learning interventions.</td>
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</table>

<table>
<thead>
<tr>
<th>The ‘Step-up’</th>
<th>Your Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Research and develop your understanding of foundation L&amp;D principles and theory, and basic skillset.</td>
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<tr>
<td>• Co-deliver basic or bite-size learning sessions.</td>
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<tr>
<td>• Become involved in the design of a new learning product.</td>
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<tr>
<td>• Boost your admin and digital skills.</td>
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</table>
Level 2: Learning & Development Consultant / Talent Manager

Overview
At level 2 in Learning & Talent Development, you will typically be involved in needs analysis, design, delivery and/or evaluation of learning and talent interventions.

You may lead on a portfolio of learning products across a specific curriculum area, drawing on deep subject knowledge or a specialist skillset.

Managing a delivery or support team, a 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.

At level 2, you may also lead on talent processes, working with the business to develop succession plans or using talent assessment, such as the nine-box grid.

Key Skills
Key skills and knowledge that people display at this level include:

- Developing expertise in all areas of the Learning and Development cycle, sometimes with specific expertise in areas such as:
  - Adult learning theory
  - Instructional design
  - Facilitation and training delivery
  - Analysis and evaluation
  - L&D contracts
  - The application of technology to support learning

- 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.

- Understanding theories around identifying and developing high potential individuals and best practice in talent processes i.e. talent assessment and succession planning.

- Emerging strategic awareness of learning trends and external best practise.

Core Activities
Your core activities at this level may include:

- Supporting managers to understand and articulate the learning needs of their employees.

- Working with individuals and teams to ensure that they understand the learning and talent offer and how to access it.

- Recommending suitable learning options to meet individual and team requirements.

- Advising colleagues and managers on new and innovative learning, including technological solutions, to improve capability.
Level 2: Learning & Development Consultant / Talent Manager

- Managing learning and talent development projects, including procurement and development of new interventions, to deliver to time and quality.
- Designing and developing of talent programmes for specific communities of individuals.
- Partnering relevant subject matter experts and third parties, and take the design lead in the development of learning and talent development interventions.
- Delivering and facilitate learning events and workshops to meet business needs and priorities.
- Evaluating learning and talent development initiatives for effectiveness, business relevance, and value for money, and continually seek ways to improve learning activity.

The ‘Step-up’

Further develop (broaden or deepen) your L&D expertise through pursuing professional qualifications or participating in specialist learning. Maintain a portfolio of your L&D skills and experience:

- CIPD Qualifications – Level 3 Award, Certificate and Diploma in Learning & Development/
- Learning & Performance Institute Certified Online Facilitator
- Malcolm Knowles – Adult Learning Theory
- CIPD Factsheet Psychology and Neuroscience in Learning
- Enhance your knowledge of modern talent/L&D approaches and innovative design:
  - Learning & Performance Institute Certificate in Designing Online Learning

- CIPD Factsheet – Helping People Learn
- CIPD Learning & Development Show.
- Improve your understanding of L&D procurement by develop your commercial awareness.
- Improve your ability to manage multiple learning and talent development work strands through enhanced project delivery skills:
  - Introduction to Project Delivery
  - Become a coach or mentor
  - Coaching and Mentoring
Level 2: Learning & Development Consultant / Talent Manager

**Learning Opportunities**

Develop strategic thinking – get involved in departmental capability analysis and learning and talent planning, and understand how this links to workforce planning.

Work across boundaries – develop a deeper understanding of the business, its drivers and key internal and external stakeholders. Contribute to development of cross-departmental learning and talent development interventions.
“I joined the Civil Service in 2001, having completed a degree in HR & Business Admin. After many great roles in the Foreign & Commonwealth Office, I got a job in the Consular Training team. As I sat in my first CIPD session I knew that I had found my purpose! I’ve been with the Consular Faculty ever since and I am now an Associate member of the CIPD community and doing a job I love. I still get excited when I see the development of a new solution that builds the capabilities and confidence of staff. It is what motivates me to continuously improve in this ever-evolving industry.

In my current role, I have lead responsibility for the design and delivery of learning solutions that support Consular staff dealing with vulnerable customers. I work with subject matter experts and external providers to develop learning in challenging areas such as detention, hospitalisation and safeguarding children. I also manage the Consular Service Delivery Programme for all front-line Consular staff.

The skills and knowledge that I have developed through my L&D work are wide-ranging: consultancy skills; learning needs analysis; coaching; design, including digital; and evaluation skills; delivery and facilitation skills; project and change management; problem solving and enhanced communication skills.

I aspire to continue to develop as an L&D consultant and am already taking on new projects. I am working with a mentor to help me understand my own learning needs and skills gap. I’d also like to job shadow in another government department or in the private sector.”
“I joined the Civil Service in 2014 as part of the Next Generation Shared Services team in the Cabinet Office. I became interested in resource management and wider HR, and following two years in the team, I joined Civil Service Talent in 2016.

I joined to support the running of the flagship, corporate accelerated development schemes (the Future and Senior Leaders Schemes - for grade 6/7 and deputy directors). This role gave me great exposure to the wider civil service and increased engagement with government departments. My main focus for the initial 6 months was on the launch of the 2017 intake for the schemes. A key objective was to double the number of applications from the previous year and to improve the diversity, with an aim of ensuring the representation of candidates from diverse groups was equal to, if not above, the representation at those grades. I worked closely with departments to achieve this.

As part of improving diversity on the corporate accelerated development programmes, the Minority Ethnic Talent Association (META), the flagship, BAME accelerated development programme, would be integrated into the Future Leaders Scheme. I was very keen to get involved in this and, after securing promotion, I took on the role of META assistant manager.

This role is allowing me to get involved further in the civil service diversity agenda, and I am working closely with the Diversity and Inclusion team on ways the programme can be developed and delivered in conjunction with the Future Leaders Scheme.

To further my career in the HR profession, I am looking to complete a CIPD qualification which will allow me to build on my current knowledge, and also broaden my learning of HR outside of the talent sphere.”
# Learning and Talent Development Pathway Level 2: Summary

## Level Overview
At level 2 in Learning & Talent Development, you will typically be involved in needs analysis, design, delivery and/or evaluation of learning and talent interventions.

## Learning and Talent Development Pathway Overview

<table>
<thead>
<tr>
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<tbody>
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<td>• Communicating with impact and an ability to influence, and consult with, key stakeholders.</td>
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<tr>
<td>• Understanding theories around identifying and developing high potential individuals and best practice in talent processes.</td>
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<td>• Emerging strategic awareness of learning trends and external best practise.</td>
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</table>

<table>
<thead>
<tr>
<th>Core Activities</th>
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<td>• Support managers to understand and articulate the learning needs of their employees.</td>
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<tr>
<td>• Recommend suitable learning options Advise colleagues and managers on new and innovative learning.</td>
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<tr>
<td>• Manage learning and talent development projects.</td>
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<tr>
<td>• Design and development of talent programmes.</td>
<td></td>
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<tr>
<td>• Partner relevant subject matter experts and third parties.</td>
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<tr>
<td>• Deliver and facilitate learning events and workshops.</td>
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<tr>
<td>• Evaluate learning and talent development initiatives for effectiveness, business relevance, and value for money.</td>
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## The ‘Step-up’

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>• Further develop (broaden or deepen) your L&amp;D expertise.</td>
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<tr>
<td>• Enhance your knowledge of modern talent/L&amp;D approaches and innovative design.</td>
</tr>
<tr>
<td>• Develop strategic thinking.</td>
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<tr>
<td>• Work across boundaries.</td>
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<tr>
<td>• Commercial awareness.</td>
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<tr>
<td>• Enhanced project delivery skills.</td>
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<tr>
<td>• Become a coach or mentor.</td>
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</table>
Overview
As a Level 3 Learning & Talent Development professional you will typically lead a significant portfolio of learning products and projects.
You may manage a team to identify, source, design and deliver key learning and talent interventions across the organisation or departments.
You will 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.
At level 3 you will operate at a strategic level as a trusted advisor, providing an objective view and challenge, articulating business needs and helping shape capability building to achieve business outcomes.
You may also 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.
Key Skills
Key skills and knowledge that people display at this level include:
• Substantial expertise that can be used to positive effect in the L&D context e.g. learning and talent development expertise, HR expertise or expertise from a complimentary discipline.
• Sound grasp of organisational capability landscape and business knowledge/insight.
• 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.
• Strong commercial awareness and an understanding of delivering value of money through external partners.
• Strong project management skills.
Core Activities
Your core activities at this level may include:
• Partnering managers and leaders to build insight into existing levels of capability against future requirements.
• Working with senior managers and leaders to create learning and talent development strategy and plans to close key gaps for their area, taking into consideration appropriate delivery channels.
• Working with high potential leaders to understand and support their development.
Level 3: Learning & Development Consultant /Talent Manager

- Aligning L&D plans with other people and organisation activity to maximise performance impact.
- Gathering and using insights about trends and developments in learning and talent development from the external marketplace.
- Collaborating internally and externally to lead the design of major interventions.
- Programme managing the delivery of multi-stranded learning and talent development projects and initiatives.
- Ensuring innovative technological solutions are used creatively to facilitate learning and improve capability.
- Using evidence to continually seek improvement in the organisation’s learning and talent development offering to maximise impact and meet evolving requirements.
- Building capability in leaders and managers to support and lead team and organisational learning.

- Generating enthusiasm and commitment to L&D frameworks and practices which enable establishment of a learning culture.
- Facilitating internal learning events and workshops to meet business needs and priorities.
- Working closely with learning providers to design appropriate learning and development interventions.

**The ‘Step-up’**

The Step up at Level 3 is around continuous professional development, expanding technical expertise in Learning and Talent Development, gaining breadth and depth of HR experience, and honing leadership skills.

**In the workplace** this may include:
- Developing confidence in communication and influencing skills to engage with large groups, team members and senior stakeholders.
- Building networks across the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.
- Leading on strategic level and complex learning and talent development projects and activities.
- Gaining understanding and experience across a number of HR deliverables/job families to build the breadth and depth of HR expertise necessary for working at a senior HR level.
- Involvement in managing or establishing commercial contracts and financial budgets.

Learning and Talent Development Career Pathway
# Level 3: Learning & Development Consultant /Talent Manager

<table>
<thead>
<tr>
<th>Development activities may include:</th>
<th>Formal qualifications/specialist learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Involvement in a corporate, cross-cutting project for the Department or CSHR</td>
<td>• CIPD Level 5 Award, Certificate and Diploma in Learning &amp; Development.</td>
</tr>
<tr>
<td>• Building evidence portfolio for CIPD Chartered Member or Fellow Membership</td>
<td>• Head, Heart and Brain Neuroscience and Learning resources.</td>
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<tr>
<td>• Secondments or loans to other sectors or across Civil Service Functions</td>
<td>• Psychometric tools and Neuro-Linguistic Programming.</td>
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<tr>
<td>• Completing Accelerated Development programmes e.g. Future Leaders Scheme (FLS).</td>
<td>• CIPD Factsheet – Learning &amp; Development Strategy.</td>
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<td></td>
<td>• CIPD Factsheet – Evaluating Learning &amp; Development.</td>
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<td></td>
<td>• Build advanced consultancy skills with a Performance Consultancy Master-Class.</td>
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<td></td>
<td>• CIPD Course - Learning &amp; Development as Business Partner.</td>
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</tbody>
</table>
“I joined the Civil Service in 2001, working as Immigration Officer on the operational front-line for 2 years before moving into functional and technical training to deliver induction training to new recruits. Over the next few years I undertook a variety of interesting L&D jobs within Border Force, moving from the trainer role to working on projects with an increasingly strategic perspective. I also represented Border Force on a diplomatic visit to Libya, advising on training needs analysis to support business transition.

I became an L&D Team Leader in 2012, managing a team of 13 trainers. On promotion I joined the Home Office L&D team as an L&D Consultant, co-ordinating Home Office development activity in line with wider Civil Service strategy and guidance.

My current responsibilities include managing the departmental relationship with Civil Service Learning to get best value from our L&D budget, and acting as L&D champion. During this period, as acting Head of Governance & Planning, I managed a team across four major capability work streams. I also completed the CSHR Accelerated Development Scheme for HR professionals and future leaders.

The skills and knowledge I’ve developed through my L&D career include: translating deep operational knowledge into learning solutions; delivering at each stage of the training cycle (identifying needs, designing, delivering and evaluating); consultancy and partnership including working with senior sponsors; financial and commercial awareness; change management; strong relationship building and stakeholder management.

During my career as a learning professional I’ve been passionate about learning and proactive about my development. I now aspire to share what I have learnt across other areas of the business. This may be through an L&D role at the next level or a wider HR role.”
Level 3: Learning and Talent Development - Case Study 2

Name: Natalie
Job Title: Talent Partner
Current Department: Civil Service HR, Cabinet Office

“I have been in the civil service for nearly 10 years, having originally joined DWP in 2007 on the Generalist Fast Stream. During my time on the Fast Stream I undertook a variety of roles. My final role while on the Fast Stream was a private sector secondment to the London Organising Committee of the Olympic and Paralympic Games (LOCOG), where I led a team of 800 volunteers, working across 29 Olympic and 14 Paralympic competition venues.

On my return to the Civil Service, I was offered a role working as an Organisation Design consultant in HMRC. This was my first experience of working in HR but I loved the work and quickly decided that this was where I wanted to focus my career. My subsequent roles in HR have included working as the Talent and Resourcing Lead for the HR profession and as a HR Business Partner in Department for Energy and Climate Change (DECC). In 2014 I started working towards my CIPD chartered membership qualification. Whilst I have enjoyed all of my HR roles, talent development is an area that has always particularly appealed to me.

In my role as a Talent Partner I meet regularly with HR Directors and Heads of Talent to support their talent management and leadership capability activity. I also support them with senior resourcing, for example by identifying potential internal candidates for Director General and Permanent Secretary roles. Alongside this, I lead projects on behalf of Civil Service Talent. I’m currently responsible for delivering an effective cross-Civil Service director moderation process, and working with colleagues in Civil Service Learning to design and deliver products aimed at improving line manager capability in developing talent.”
## Learning and Talent Development Pathway Level 3: Summary

### Level Overview
As a Level 3 Learning & Talent Development professional you will typically lead a significant portfolio of learning products and projects. You may manage a team to identify, source, design and deliver key learning and talent interventions across the organisation or departments.

<table>
<thead>
<tr>
<th>Learning and Talent Development Pathway Overview</th>
<th>Your Notes</th>
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<tbody>
<tr>
<td>• Substantial expertise that can be used to positive effect in the L&amp;D context.</td>
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<tr>
<td>• Sound grasp of organisational capability landscape.</td>
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<tr>
<td>• Strategic thinking.</td>
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<td>• Good consultancy skills.</td>
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<tr>
<td>• Leadership and Management skills.</td>
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<tr>
<td>• Strong commercial awareness.</td>
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<tr>
<td>• Strong project management skills.</td>
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</table>

### Key Skills
- Substantial expertise that can be used to positive effect in the L&D context.
- Sound grasp of organisational capability landscape.
- Strategic thinking.
- Good consultancy skills.
- Leadership and Management skills.
- Strong commercial awareness.
- Strong project management skills.

### Core Activities
- Partner managers and leaders.
- Work with senior managers and leaders to create learning and talent development strategy and plans.
- Work with high potential leaders to understand and support their development.
- Align L&D plans with other people and organisation activity.
- Design of major interventions.
- Programme manage the delivery of multi-stranded projects.
- Ensure innovative technological solutions are used.
- Build capability in leaders and managers generate enthusiasm and commitment to L&D frameworks.
- Facilitate internal learning events and workshops.

### The ‘Step-up’
- Engage and influence large groups, team members and senior stakeholders.
- Building wide-ranging professional networks.
- Broadening understanding of the drivers for change and the Civil Service political environment.
- Leading others on strategic level projects and activities.
- Building the breadth and depth of HR expertise.
- Showing the application of systems thinking.
- Critically challenge or hold a professional view on HR issues.
- Involvement in managing or establishing commercial contracts and financial budgets.
Level 4: Learning and Talent Development - Deputy Director Responsibilities

Overview

Working at 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.

You will 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.

You may 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.

Key Skills

Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.
Level 4: Learning and Talent Development - Deputy Director Responsibilities

Core Activities

Core activities 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.

• Leading and championing the business case for learning, developing strategy to ensure the organisation has the right capability to deliver now and in the future.

• Working with leadership colleagues to ensure alignment of the learning strategy with overall people and organisation strategy, promoting diversity and inclusion.

• Horizon scanning to develop innovative, thought-leading learning and talent development approaches.

• Collaborating internally and externally to lead design of critical learning interventions.

• Being accountable for implementation of major capability programmes across the organisation.

• Leading the design of a development infrastructure, including career paths and capability frameworks.

• Keeping abreast of relevant legislative changes that may impact learning and talent development, and ensure relevant changes are made to plans.

• Leading the learning and talent agenda with passion to inspire a culture that encourages individual and organisational learning.

• Facilitating executive learning events, delivering content as appropriate.

• Acting as performance coach to senior leaders.

The ‘Step-up’

The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

In the workplace this may include:

• Taking on roles of increased scale to develop breadth and depth of experiences.

• Broadening outlook across the Civil Service, and wider, to make connections and links to other work.

• Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.

• Building on leadership skills to gain greater confidence and personal impact.

• Moving to setting direction and leading across the whole people agenda.

• Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.
Level 4: Learning and Talent Development - Deputy Director Responsibilities

**Development activities** may include:

- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- Secondments to other sectors or across Civil Service Functions.
- CIPD Fellow membership.
- Completing Senior Talent Development programmes: High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).

**Further Learning Opportunities**

- Completing SCS Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an SRO;
  - Leading others through coaching.
- Completing advanced programmes in specialist areas of the job family.
“While my division supports all 27 cross-government professions, the core of my job is the development of the Policy Profession: common standards, qualifications and knowledge sharing. The complexity, scale and challenge of this role have been enthralling. Further I support the development of greater awareness of UK parliament, devolution and EU skills.

In terms of my career story, I joined the Benefits Agency after University, working on Jobseekers Allowance implementation and Investors in People and becoming a training officer. I then left the civil service and worked on service redesign, organisational development, HR and L&D in local government, the voluntary and community sector, social enterprise and consultancy services. I re-joined in 2010 to lead on the development of the learning, capability and talent functions of what was then a new department: Dept. Energy & Climate Change. My broad range of public service development has given me objectivity and different perspectives.

I have learned that the credibility of those supporting learning is critical - and don’t forget to build learning from within, sharing knowledge and experience. In the civil service we have some of the best brains in the world and people who are passionately committed. I have learned to not assume that people don’t understand good management practice and how to develop others: HR and L&D should never condescend – we should start from a positive assumption.

Continuous Professional Development – keep it, do it, live it! It keeps you interested and interesting. I am a very curious and conscientious learner. To stay fresh, continue to develop by doing interesting and challenging work and to serve the public. I believe that you should always choose a job, not a grade. So pick jobs that you believe you will learn from. This is what I will continue to do – pick roles outside of my comfort zone and always stay looking for the opportunity.”
Learning and Talent Development Pathway Level 4: Summary

| Level Overview | Working at 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. |

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<tbody>
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</tr>
<tr>
<td>Translates the organisation plan into a clear and understandable people plan.</td>
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<td>Builds an inclusive, high performing, and professional HR team.</td>
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<td>Delivers transformation and performance with, and through, colleagues.</td>
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<td>Balances, seeks to understand, and navigates multiple perspectives as an HR leader.</td>
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<tr>
<td>Utilises appropriate risk management understanding to deploy extra professional expertise.</td>
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<td>Builds professional networks, personal resilience, and emotional intelligence.</td>
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<tr>
<td>Develops comprehensive understanding of HR and strategic workforce planning.</td>
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<tr>
<td><strong>Core Activities</strong></td>
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<tr>
<td>Lead and champion the business case for learning.</td>
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<tr>
<td>Work with leadership colleagues to ensure alignment of the learning strategy with overall people and organisation strategy, promoting diversity and inclusion.</td>
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<tr>
<td>Horizon scanning to develop innovative approaches.</td>
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<tr>
<td>Lead the design of a development infrastructure.</td>
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<tr>
<td>Keep abreast of relevant legislative changes that may impact learning and talent development.</td>
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<tr>
<td>Lead the learning and talent agenda with passion.</td>
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<tr>
<td>Facilitate executive learning events, delivering content as appropriate.</td>
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<tr>
<td>Act as performance coach to senior leaders.</td>
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<tr>
<td><strong>The ‘Step-up’</strong></td>
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<tr>
<td>Taking on roles of increased scale.</td>
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<tr>
<td>Broadening outlook across the Civil Service and wider.</td>
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<tr>
<td>Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.</td>
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<tr>
<td>Building on leadership skills.</td>
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<tr>
<td>Setting direction and leading across the whole people agenda.</td>
<td></td>
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<tr>
<td>Systemic perspective, leading through complexity and working at and across boundaries between systems.</td>
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</tr>
</tbody>
</table>
Strategic Workforce Planning and Resourcing Career Pathway Contents

Section 1

Section 2

Section 3

Section 4

Section 5

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Move your mouse pointer over the buttons above and click for more information
Why choose a career in Strategic Workforce Planning and Resourcing?

**What is SWP & Resourcing?**

Strategic Workforce Planning and Resourcing teams ensure departments have the right resource, capability and talent to deliver their short and long term priorities. This is done by helping the business to: 1. identify their future workforce requirements and gaps in skills or capabilities; and 2. develop ways of addressing these gaps using recruitment, talent development or secondments and interchange.

Roles can span the whole strategic resourcing cycle. Resourcing starts with a strategic workforce plan to work out the demand following which you may:

- develop and deliver attraction and selection strategies to bring diverse talent into business critical roles;
- succession plan for critical roles at the most senior levels;
- support departments as the shape and nature of the business they deliver change; and
- manage the sensitivities and practicalities of recruiting and exiting staff as our workforce continues to evolve.

You will have an awareness of legal and regulatory requirements. You will also partner with diverse stakeholder groups to explore their workforce challenges and resourcing needs. To be successful you will be resilient and confident to challenge our leaders on their short and longer term pressures. You will support the delivery of government initiatives such as the Civil Service Workforce Plan and Talent Action Plan.

**SWP & Resourcing ‘Career Offer’**

Strategic Workforce Planning and Resourcing is integral to any organisation’s people strategy and for delivery of the Civil Service (CS) Workforce Plan. You will have the opportunity to:

- shape the future of the CS;
- help senior leaders to ensure we have the workforce required to deliver our priorities and develop solutions to our biggest workforce challenges;
- influence how departments understand their future workforce requirements, grow their talent and meet their resourcing needs; and
- supporting our most senior leaders and thinking creatively to how we identify, attract and retain diverse talent into critical roles.
Why choose a career in Strategic Workforce Planning and Resourcing?

We look for individuals who can build great relationships with diverse groups of stakeholders. With a changing workforce and a need to build professional capability, we need HR professionals who have the confidence to challenge and an ability to develop innovative resourcing solutions. We value resilience, sensitivity and an ability to work through ambiguity in all our people.

At more senior levels you will take on cross-cutting projects outside of your immediate role. You will build strong networks with other departments and professions and work with the centre of expertise. We will continue to grow our commercial acumen and digital capability. This will help us be creative in the way we recruit and build skills for the future.
# The Strategic Workforce Planning and Resourcing Career Pathway

<table>
<thead>
<tr>
<th>Pathway</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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</thead>
<tbody>
<tr>
<td>Overview</td>
<td>Resourcing Administrator</td>
<td>Workforce Planning Administrator</td>
<td>WFP Manager</td>
<td>Resourcing Manager</td>
</tr>
<tr>
<td></td>
<td>Manages all administrative activity associated with resourcing and workforce planning.</td>
<td>Understands future workforce requirements, identifies capability and/or resourcing gaps, and identifies the most appropriate, cost-effective and innovative ways to resource critical roles.</td>
<td>Identifies future demand and translates business priorities into a clear resourcing strategy. Succession plans into business critical roles using insight of the Civil Service's internal talent pipeline.</td>
<td>Provides expert advice on understanding workforce risks which may impact on delivery of business objectives, shapes workforce strategy and addresses capability gaps through innovative resourcing and talent development solutions.</td>
</tr>
<tr>
<td>Case Studies</td>
<td>“I am getting lots of exposure to external recruitment and the Civil Service Talent agenda in this post - I am really keen to develop and build my expertise in recruitment!”</td>
<td>“I am accountable for specialist campaigns, ensuring compliance, successful and timely delivery in line with targets and Key Performance Indicators.”</td>
<td>“Whether you are based in the centre or a department, SWP is fundamentally about ensuring that the Civil Service has the right people in the right place with the right skills and at the right time.”</td>
<td>“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.”</td>
</tr>
</tbody>
</table>
Level 1: Resourcing/Workforce Planning Administrator

**Overview**
Resourcing and workforce planning administrators typically manage all administrative activity associated with resourcing and workforce planning including processing high volumes of data and responding to day to day queries. You will prioritise incoming work and ensure it is dealt with and actioned appropriately and there may be opportunities to support with project work.

**Key Skills**
For those working at Level 1 in any of the job families we would expect:
- Ability to use IT confidently e.g. Microsoft Excel and other software packages such as Google Docs.
- Time management: effective management of own time to meet priorities and deadlines.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- An awareness of the wider HR Function’s roles, policies and processes.
- Ability to complete research and analysis, to source, gather and interpret appropriate information.
- Confidence interpreting information and draft reports to clearly present data and insight, including highlighting trends and issues, to senior groups/the business.
- Ability to develop and maintain excellent working relationships with team and wider business colleagues.
- Project coordination and organisational skills.
- A basic understanding of the wider HR Function.
- Good customer service skills including being open to change and focussed on developing a professional service.
- Ability to identify issues and trends and suggest potential solutions.

**Core Activities**
Core activities at this level may include:
- Providing general administrative support for resourcing activities.
- Collecting and collating data to inform resourcing and workforce planning, as well as talent gaps.
- Providing advice, guidance and administrative support to vacancy holders.
- Supporting team activities and resourcing managers to provide a seamless service to both candidates and the business.
- Assembling job adverts and post adverts on CS Jobs and other external sites.
- Processing applications and reply to candidate queries.
Level 1: Resourcing/Workforce Planning Administrator

- Supporting the delivery of induction processes.
- Administering exit procedures, keeping appropriate records and supporting affected individuals by providing them with relevant information.
- Ensuring all records are kept up to date for reporting and audit purposes.

The ‘Step-up’

- Spend time on developing understanding of key resourcing activities and cross government resourcing strategy.
  - CIPD Factsheet - Strategic Workforce Planning and Resourcing.
  - Civil Service Commission Recruitment Principles.
- Become involved in directly support resourcing / workforce strategy, working collaboratively with business areas and other HR colleagues.
  - CIPD Factsheet - Workforce Planning.
- Introduction to delivering excellent customer service.
- Learn how to do basic data analysis and gain an understanding of how this feeds into business planning.
  - Analysis and use of evidence.
  - Using Digital Tools.
- Establish a portfolio of your resourcing/workforce planning skills and experience.
Level 1: Learning and Talent Development - case study

Name: Jane
Job Title: Executive Recruitment Assessment Co-ordinator
Current Department: Government Recruitment Service

“I am currently working as an Assessment Co-ordinator for Government Recruitment Service. My main duties are:

- Acting as the link between recruiting departments and external suppliers of psychometric testing;
- Discussing departmental requirements and advising what is the most appropriate testing available;
- Providing support and guidance on the arrangement of staff engagement exercises;
- Training new/providing support to administrative staff;
- Providing secretarial support to the Deputy Director, Head of Executive Recruitment.

I first joined the Civil Service in 1986 to the newly formed Crown Prosecution Service followed by time in local government, Animal & Plant Health Agency (Defra) and then finally with the Civil Service Executive Recruitment team, part of Civil Service Talent. I have worked in varied roles within the Civil Service dealing with magistrate’s courts, animal welfare bodies but mainly within the HR function.

During my career I studied locally and obtained my CIPD qualification also gaining a BA through the Open University. All my working life I have worked within teams albeit of differing sizes. This has enabled me to confidently communicate with everyone I liaise with - essential even in this technology-led age. I am getting lots of exposure to external recruitment and the Civil Service Talent agenda in this post - I am really keen to develop and build my expertise in recruitment!”
### Strategic Workforce Planning and Resourcing Pathway Level 1: Summary

<table>
<thead>
<tr>
<th>Level Overview</th>
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<tbody>
<tr>
<td>You will typically manage all administrative activity associated with resourcing and workforce planning including processing high volumes of data and responding to day to day queries. You will prioritise incoming work and ensure it is dealt with and actioned appropriately and there may be opportunities to support with project work.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Workforce Planning and Resourcing Pathway Overview</th>
<th>Your Notes</th>
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</thead>
<tbody>
<tr>
<td>• Ability to use IT confidently.</td>
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<tr>
<td>• Time management.</td>
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<tr>
<td>• Good communication skills.</td>
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<tr>
<td>• Awareness of the wider HR Function roles, policies and processes.</td>
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<tr>
<td>• Ability to complete research and analysis, to source, gather and interpret appropriate information.</td>
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<tr>
<td>• Comfortable in interpreting information and draft reports to clearly present data/insight.</td>
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<tr>
<td>• Develop and maintain excellent working relationships project coordination and organisational skills.</td>
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<tr>
<td>• Basic understanding of the wider HR Function.</td>
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<tr>
<td>• Good customer service skills.</td>
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</tbody>
</table>

| Key Skills | |
|------------|
| • Provide general administrative support.                  |            |
| • Collect and collate data.                               |            |
| • Provide advice, guidance and administrative support.    |            |
| • Support team activities and resourcing managers.        |            |
| • Assemble job adverts and post adverts on CS Jobs and other external sites. |            |
| • Process applications and reply to candidate queries.    |            |
| • Administer exit procedures.                             |            |

| Core Activities | |
|-----------------|
| • Spend time on developing understanding of key resourcing activities and cross government resourcing strategy. | |
| • Become involved in directly supporting resourcing / workforce strategy. | |
| • Learn how to do basic data analysis Establish a portfolio of your resourcing/workforce planning skills and experience. | |

| The ‘Step-up’ | |
|---------------|
| • Ability to use IT confidently.                           |            |
| • Time management.                                         |            |
| • Good communication skills.                               |            |
| • Awareness of the wider HR Function roles, policies and processes. |            |
| • Ability to complete research and analysis, to source, gather and interpret appropriate information. |            |
| • Comfortable in interpreting information and draft reports to clearly present data/insight. |            |
| • Develop and maintain excellent working relationships project coordination and organisational skills. |            |
| • Basic understanding of the wider HR Function.            |            |
| • Good customer service skills.                            |            |

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Strategic Workforce Planning and Resourcing Career Pathway
Level 2: Resourcing/Talent/Workforce Planning Manager

Overview
Resourcing, Workforce Planning or Talent Managers typically provide support to the business to understand their future workforce requirements, identify capability and/or resourcing gaps, and identify the most appropriate, cost-effective and innovative ways to resource critical roles.

You will engage with and constructively challenge a range of managers and leaders, offering insight driven solutions which enable the business to build a strong and diverse talent pipeline.

Key Skills
Key skills and knowledge that people display at this level include:

- Developing expertise in resourcing and workforce planning, including:
  - understanding of employment law and application of the civil service recruitment principles;

- ability to follow best practice in resourcing; and

- data analysis and strategic planning.

- Communicating with impact and an ability to influence, and consult with, key stakeholders.

- Emerging strategic awareness of workforce and labour market trends.

- Ability to collaborate and build effective working relationships with internal and external stakeholders.

- Team working and leadership skills, with the ability to effectively lead administrative staff.

- Good project management skills to effectively manage multi-strand projects and cross government projects.

Core Activities
Your core activities at this level may include:

- Working with HR Business Partners to gather insight on current and future demand for resource and capability.

- Building understanding of overarching talent strategy and governance, ensuring advice matches strategic objectives.

- Working with managers to use succession planning data for filling key positions. Make recommendations on when to resource externally and when to use the internal talent pipeline.

- Conducting internal and external talent identification exercises to develop upcoming talent on leadership schemes.

- Leading a small team of administrators to manage and deliver a portfolio of recruitment campaigns.
• Building relationships with external partners to develop knowledge of the labour market and best practice resourcing methods.
• Considering how the use of social media and advertising can reach a wider audience.
• Ensuring internal resourcing practices and guidance is up to date and clear. Guidance will be in line with recruitment principles and eliminates bias.
• Coaching managers in exit processes and prepare them for honest, timely communications with affected staff members.
• Supporting the development and delivery of workforce planning processes across business area.

The ‘Step-up’

• Further develop (broaden or deepen) resourcing/workforce planning expertise through pursuing professional qualifications or participating in specialist learning – maintain a portfolio of your skills and experience.
• Enhance your knowledge of innovative resourcing solutions and modern data analysis techniques.
• Analysis & use of evidence.
• Develop strategic thinking – get involved in departmental workforce planning and understand how this links to resourcing strategies.
• Work across boundaries – contribute to the development of central plans and cross-departmental resourcing initiatives.
• Develop your commercial awareness.
• Improve your ability to manage multiple campaigns through enhanced project delivery skills.

Learning Opportunities

• Managing People: Recruitment and Selection Workbook Principles.
• CIPD Employment Law.
• ACAS.
• Collaboration across departments, government and beyond.
• Introduction to project delivery.
• Project Planning.
• Commercial Awareness.
**Level 2: Strategic Workforce Planning and Resourcing - Case Study**

**Name:** Karen  
**Job Title:** Senior Executive Officer (SEO) Recruitment Business Partner (BP) in the Specialist Talent Acquisition and Recruitment Team  
**Current Department:** Department HR Corporate Services at DWP

“I have been a career civil servant and have been in DWP for 36 years after joining as an AA in 1981. I spent 31 years with Jobcentre Plus Operations in a variety of roles. I then jumped into HR 5 years ago, when I was given an opportunity to be a HRBP for Kent District Jobcentre Plus Operations. At this point I decided HR was the career anchor for me. After spending two and a half years as a HRBP, I wanted to move into a HR specialism. I was particularly interested in external recruitment for digital roles. The role of Recruitment BP at DWP was a real opportunity to influence how the department was attracting and recruiting external candidates. I use social media platforms to engage with potential candidates and promote DWP as an employer. It has been challenging, but it has meant I have been able to think creatively and be innovative with my ideas.

I am accountable for specialist campaigns, ensuring compliance, successful and timely delivery in line with targets and Key Performance Indicators. I am responsible for ensuring that with each campaign, we continue to build our social media presence and that campaigns are routinely supported by solid attraction strategies.

Since joining the HR profession, I have successfully completed the Associate level of my CIPD and am looking to progress to Chartered Membership. I have also built on other key skills, gaining exposure to commercial and contract management. I have developed a more strategic level of thinking and am continuing to learn everyday.”
## Strategic Workforce Planning and Resourcing Pathway Level 2: Summary

<table>
<thead>
<tr>
<th>Level Overview</th>
<th>You will typically provide support to the business to understand their future workforce requirements, identify capability and/or resourcing gaps, and identify the most appropriate, cost-effective and innovative ways to resource critical roles. You will engage with and constructively challenge a range of managers and leaders, offering insight driven solutions which enable the business to build a strong and diverse talent pipeline.</th>
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<table>
<thead>
<tr>
<th>Strategic Workforce Planning and Resourcing Pathway Overview</th>
<th>Your Notes</th>
</tr>
</thead>
</table>
| **Key Skills** | - Developing expertise in resourcing and workforce planning.  
- Communicating with impact.  
- Emerging strategic awareness.  
- Ability to collaborate and build effective working relationships.  
- Team working and leadership skills.  
- Good project management skills. |
| **Core Activities** | - Gather insight on current and future demand for resource and capability.  
- Build understanding of overarching talent strategy and governance.  
- Use succession planning data for filling key positions.  
- Conduct internal and external talent identification exercises.  
- Build relationships with external partners.  
- Use social media and advertising to reach a wider audience.  
- Ensure internal guidance is up to date and clear.  
- Coach managers in exit processes.  
- Support the development and delivery of workforce planning processes. |
| **The ‘Step-up’** | - Further develop (broaden or deepen) resourcing/workforce planning expertise Enhance your knowledge of innovative resourcing solutions.  
- Analysis & use of evidence.  
- Develop strategic thinking.  
- Work across boundaries.  
- Develop your commercial awareness.  
- Enhanced project delivery skills. |
Overview
As a Resourcing Business Partner, Head of Workforce Planning or Talent Partner (to name a few roles), you will work with the business to identify future demand and translate business priorities into a clear resourcing strategy.

You will succession plan into business critical roles using your insight of the Civil Service’s internal talent pipeline.

Where you have identified a significant capability gap, you will design and deliver innovative recruitment strategies which attract diverse leaders into the organisation.

Key Skills
Key skills and knowledge that people display at this level include:

- Substantial resourcing and workforce planning and/or HR expertise, including:
  - sound knowledge and ability to advise on the civil service recruitment principles and employment law;
  - ability to add to and advise on best practice in resourcing, including attraction and selection methods;
  - using complex data analysis to feed into strategic resourcing plans;
  - a commitment to diversity and inclusion, incorporating strategies to boost this within resourcing activities; and
  - understanding labour market trends and using insight to inform future workforce strategies.

- Strategic thinking where you can feed workforce and business needs into resourcing strategies.

- Strong business partnering and consultancy skills, with the ability to grasp customer needs.

- Strong commercial awareness and an understanding of delivering value of money through external partners.

- Expert knowledge about the market and competitors - the ability communicate the latest thinking and innovations, as well as how the Civil Service ranks as an attractive employer in the market.

- Excellent project management skills to manage complex, high profile, large scale, high budget projects.
Level 3: Resourcing BP/Head of WFP/Talent Partner

**Core Activities**

Depending on your role, core activities at this level may include:

- Building collaborative relationships with key stakeholders in departments or businesses to develop workforce plans and resourcing strategies.
- Shaping and influence overarching talent strategy and governance.
- Leading and coordinating regular talent identification and assessment exercises.
- Developing and owning delivery of the workforce planning process/cycle, using the businesses outputs to develop a strategic workforce plan which identifies and addresses major workforce risks.
- Leading succession planning for business critical roles, acting as a talent broker who understands the internal talent pipeline, the relevant schemes and when there is a need to acquire talent.
- Building strategic relationships with external partners in the private and third sectors.
- Developing a strong brand and attraction strategy, thinking creatively to how vacancies are marketed and utilising social media, blogs and specialist media to reach passive and active candidates.
- Integrating diversity and inclusion into resourcing and recruitment solutions to build a diverse talent pipeline.
- Providing resourcing advice which is aligned to wider Civil Service strategy.
- Leading the design of assessment and selection processes.
- Managing exit programmes in line with relevant employment law, coaching senior managers to ensure staff are clear about the situation and options.
- Working with managers to ensure that new starters undergo an appropriate, engaging and supportive induction.

**The ‘Step-up’**

The Step up at Level 3 is around continuous professional development, expanding technical expertise in SWP and Resourcing, gaining breadth and depth of HR experience, and honing leadership skills. In the workplace this may include:

- Developing confidence in communication and influencing skills to engage with large groups, team members and senior stakeholders.
- Building networks across the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.
- Leading on strategic level and complex SWP and Resourcing projects and activities.
Level 3: Resourcing BP/Head of WFP/Talent Partner

- Gaining understanding and experience across a number of HR deliverables/job families to build the breadth and depth of HR expertise necessary for working at a senior HR level.
- Involvement in managing or establishing commercial contracts and financial budgets.
- Working confidently in complex and ambiguous circumstances, supporting senior leaders to make insight based decisions about the workforce.

**Development activities may include:**

- Involvement in a corporate, cross-cutting project for the Department or CSHR.
- Building evidence portfolio for CIPD Chartered Member or Fellow Membership.
- Building knowledge of policy tools and horizon scanning techniques to understand future trends and inform workforce strategy development.
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Talent Development programmes e.g. Future Leaders Scheme (FLS).
- Gain formal qualifications or specialist learning within SWP and Resourcing such as:
  - Consultancy skills.
  - Deep workforce planning/resourcing skills and knowledge.
  - Develop advanced commercial acumen.
Level 3: Strategic Workforce Planning and Resourcing - Case Study

Name: Tom
Job Title: Senior Policy Advisor - SWP Expert Service
Current Department: Cabinet Office

“My role over the last 18 months has been to develop the strategic workforce planning (SWP) expert service. Whether you are based in the centre or a department, SWP is fundamentally about ensuring that the Civil Service has the right people in the right place with the right skills and at the right time.

Key skills I have developed include:

• Briefing senior officials and ministers. A key part of this role is developing a wide range of (often very senior) relationships with diverse stakeholders.

• Operating at pace in highly ambiguous environments.

• Assessing the workforce impacts of diverse policy agendas.

• Providing workforce insights and advice to support the development of workforce policy and strategy.

• Commissioning and analysing workforce data.

• OD&D skills, particularly in terms of understanding organisational and functional systems and operating models.

The experience gained in SWP roles provides an excellent grounding for more senior, strategic roles in the future. They encourage a deep understanding of organisational strategy and its impact on the workforce, and in particular how high level strategy links to effective tactical delivery. I have also developed a good understanding of the HR function as a whole, and many of the skills and methodologies I have developed are directly transferable to other roles in HR.”
## Strategic Workforce Planning and Resourcing Pathway Level 3: Summary

### Level Overview

At this level you will:
- Be responsible for overall management of the live casework service (to single or multiple clients).
- Manage the team to maintain a quality service within defined budgets, and to meet SLAs.
- Operate strategically; briefing senior leaders on casework issues as part of a wider HR and business context.
- Manage customer relations making infrastructure improvements to improve efficiency.
- Be responsible for defined areas of the Casework Service e.g. on boarding new clients or managing projects, such as casework systems.
- Achieve best value and make efficiencies where possible.

### Strategic Workforce Planning and Resourcing Pathway Overview

<table>
<thead>
<tr>
<th>Key Skills</th>
<th>Your Notes</th>
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</thead>
<tbody>
<tr>
<td>Substantial knowledge and experience of policy and employment law.</td>
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<tr>
<td>Broad and detailed HR knowledge and experience with a strategic focus.</td>
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</tr>
<tr>
<td>Knowledge of OD&amp;D to help in managing the team and service.</td>
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</tr>
<tr>
<td>Excellent communications skills, tailored to manage challenging stakeholders and situations.</td>
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<tr>
<td>Strong analytical skills to evaluate and set the strategic direction whilst considering internal and external influences.</td>
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</tr>
<tr>
<td>Strong coaching, influencing and negotiating skills.</td>
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<tr>
<td>Excellent collaboration and partnering skills.</td>
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</tbody>
</table>

### Core Activities

- Lead, manage and motivate the team to deliver to expected standards.
- Support business and cultural change.
- Provide strategic advice to senior managers.
- Support CSHR casework activities, HR Services, the wider HR community or cross government casework agenda.
- Delivering a culture of continuous development through structured learning, up-skilling and quality assurance.
- Collaborate with a wide range of colleagues at all levels.

### The ‘Step-up’

- Expand technical expertise in casework.
- Gain breadth and depth of HR experience.
- Hone leadership skills to deliver through others.
**Level 4: Deputy Director/Director Responsibilities**

### Overview

SCS in Strategic Workforce Planning and Resourcing positions will provide expert advice to leaders on how to understand key workforce risks which may impact on delivery of business objectives, shape their workforce strategy and address capability gaps through innovative and appropriate resourcing and talent development solutions.

They will have expert knowledge and a strong understanding of talent acquisition and the latest labour market trends, mitigating risks and identifying opportunities to develop the workforce to deliver business strategy.

### Key Skills

Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisational plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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.

- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.
Level 4: Learning and Talent Development - Deputy Director Responsibilities

**Core Activities**
- Collaborate with senior leaders to provide the framework to identify capability gaps and workforce requirements in the medium and long term.
- Build relationships across their organisation, with finance, strategy 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.
- Influence and challenge senior leaders to ensure they understand and fully engage with resourcing activities and processes.
- Work with senior leaders to develop an integrated succession, performance management and talent strategy, schemes and governance.
- Build relationships with external partners and keeping abreast of the latest labour market and recruitment trends through, to identify ways to acquire talent to meet resourcing demands.
- Horizon scanning, keeping abreast of relevant legislative changes.
- Champion diversity throughout this work area and lead on innovative solutions by partnering with stakeholders to increase diversity within our people.
- Use commercial awareness to make and keep contracts with executive search partners.
- Consult and engage with senior leaders on the approach to managing people out of the organisation in line with employment legislation.

**The ‘Step-up’**
The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles. In the workplace this may include:
- Taking on roles of increased scale to develop breadth and depth of experiences.
- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda.
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.
**Level 4: Learning and Talent Development - Deputy Director Responsibilities**

**Development activities** may include:
- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- Secondments to other sectors or across Civil Service Functions
- CIPD Fellow or chartered membership.

**Further Learning Opportunities**
- Completing SCS Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an SRO; and
  - Leading others through coaching.
- Completing Senior Talent Development programmes: High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).
- Completing advanced programmes in specialist areas of the job family.
“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.

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. 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.

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.”
## Strategic Workforce Planning and Resourcing Level 4: Summary

<table>
<thead>
<tr>
<th>Level Overview</th>
<th>Typically you will provide expert advice to leaders on how to understand key workforce risks which may impact on delivery of business objectives, shape their workforce strategy and address capability gaps through innovative and appropriate resourcing and talent development solutions. They will have expert knowledge and a strong understanding of talent acquisition and the latest labour market trends, mitigating risks and identifying opportunities to develop the workforce to deliver business strategy.</th>
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<tr>
<th>Strategic Workforce Planning and Resourcing Pathway Overview</th>
<th>Your Notes</th>
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<tbody>
<tr>
<td><strong>Key Skills</strong></td>
<td></td>
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<tr>
<td>• Translates the organisational plan into a clear and understandable people plan.</td>
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<tr>
<td>• Builds an inclusive, high performing, and professional HR team.</td>
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<td>• Delivers transformation and performance with, and through, colleagues.</td>
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<td>• Balances, seeks to understand, and navigates multiple perspectives as an HR leader.</td>
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<tr>
<td>• Utilises appropriate risk management understanding to deploy extra professional expertise.</td>
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<tr>
<td>• Builds the professional networks, personal resilience, and emotional intelligence.</td>
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<tr>
<td>• Develops comprehensive understanding of HR and strategic workforce planning.</td>
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<tr>
<td><strong>Core Activities</strong></td>
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<tr>
<td>• Collaborate with senior leaders to provide the framework to identify capability gaps and workforce requirements.</td>
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<tr>
<td>• Build relationships across their organisation, with finance, strategy and commercial partners.</td>
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<tr>
<td>• Ensure workforce strategy is aligned to business strategy.</td>
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<tr>
<td>• Influence and challenge senior leaders.</td>
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<tr>
<td>• Work with senior leaders to develop an integrated succession, performance management and talent strategy, schemes and governance.</td>
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<tr>
<td>• Build relationships with external partners.</td>
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<tr>
<td>• Horizon scanning, keeping abreast of relevant legislative changes.</td>
<td></td>
</tr>
<tr>
<td>• Champion diversity throughout this work area.</td>
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<tr>
<td><strong>The ‘Step-up’</strong></td>
<td></td>
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<tr>
<td>• Taking on roles of increased scale.</td>
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<tr>
<td>• Broadening outlook across the Civil Service and wider.</td>
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<tr>
<td>• Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.</td>
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<tr>
<td>• Building on leadership skills.</td>
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<tr>
<td>• Setting direction and leading across the whole people agenda.</td>
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<tr>
<td>• Systemic perspective, leading through complexity and working at and across boundaries between systems.</td>
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</tbody>
</table>
### Diversity and Inclusion (D&I) Career Pathway Contents

<table>
<thead>
<tr>
<th>Section 1</th>
<th>Section 2</th>
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<td>Section 4</td>
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<td>Section 6</td>
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Move your mouse pointer over the buttons above and click for more information.
Why choose a career in Diversity and Inclusion?

**What is Diversity and Inclusion?**
The Civil Service aims to be the most inclusive employer in the UK and the Diversity and Inclusion (D&I) profession is central to making it happen. This means increasing disability, racial and gender equality, championing LGB&TI, faith and intergenerational inclusion, promoting social mobility and supporting flexible working. This benefits the Civil Service as people can be their creative and innovative selves at work, barriers are removed enabling all talent to progress and Government policy and deliverables are shaped by broad perspectives reflective of a variety of backgrounds and experiences.

Diversity and inclusion specialists are experts in developing inclusive cultures and will partner senior leaders, policy professionals and HR colleagues. Within government, strategic challenges faced include increasing the representation of under-represented groups at senior grades and reducing bias within the performance management process. Addressing these issues requires the ability to design and embed original and culture transforming solutions, providing firm foundations for someone keen to move in and out of HR.

**The Diversity and Inclusion ‘Career Offer’**
The diversity and inclusion job family offers inspiring and stretching career opportunities across government. We are recognised experts able to set the strategic direction on D&I and provide insight to colleagues and senior leaders. We are valued as pivotal to shaping the Civil Service as an employer of choice. The D&I job family plays a key role improving employee engagement and motivation by:

- Working to address barriers faced by different groups and promoting inclusion so that everyone is able to contribute and feel valued.
- Bringing about culture and behavioural changes that address negative or stereotyped attitudes and behaviours.
- Promoting and encouraging staff networks and their activities, helping to strengthen their voice and maximise their organisational value.
- Raising awareness of difference and how to lead and manage in inclusive ways.
- Driving innovation to ensure the Civil Service is at the cutting edge of inclusive approaches, e.g. understanding of neuro-diversity, or understanding the impact of micro behaviours and how to promote a culture of ‘calling it out’.

- • Worki...
Why choose a career in Diversity and Inclusion?

Our work spans a range of HR fields because it is integral to how we attract, recruit, support, manage and develop our diverse workforce, as a result our practitioners are involved in a broad range of areas such as:

- applying analytical skills to identify, escalate and address barriers to diversity and inclusion;
- advising on the development of HR initiatives such as talent programmes or recruitment campaigns;
- applying techniques to upskill senior leaders on inclusive leadership; and
- ensuring that departments and their agencies meet the standards of diversity accreditation bodies.
# The Diversity and Inclusion Career Pathway

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
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<tbody>
<tr>
<td><strong>Pathway</strong></td>
<td><strong>Overview</strong></td>
<td><strong>Case Studies</strong></td>
<td><strong>Level 4</strong></td>
</tr>
<tr>
<td>D&amp;I Support</td>
<td>Support team members work to transform your department’s culture into one which is more diverse and inclusive.</td>
<td>“Looking back, my first role in the CPS in Equality and Diversity provided an excellent grounding. It gave me an early insight into the diverse nature of the Civil Service.”</td>
<td>Deputy Director</td>
</tr>
<tr>
<td>D&amp;I Administrator</td>
<td>Provide expert advice to business managers and HR Business Partners on D&amp;I issues.</td>
<td>“it is an exciting time to work in diversity as we have begun to move the dial toward creating diverse representation more senior grades and also encouraging the need for more diversity of thought.”</td>
<td></td>
</tr>
<tr>
<td>D&amp;I Manager</td>
<td>Be a role model for inclusive leadership techniques and will challenge inappropriate behaviours</td>
<td>“I have realised over the years that I do best when I’m working on things I feel passionate about – and so I can’t see a future without a focus on social policy and equality in some way whether in an HR or policy role.”</td>
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<tr>
<td>D&amp;I Senior Manager</td>
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**Overview**

Support team members work to transform your department’s culture into one which is more diverse and inclusive.

**Case Studies**

"Looking back, my first role in the CPS in Equality and Diversity provided an excellent grounding. It gave me an early insight into the diverse nature of the Civil Service."

"it is an exciting time to work in diversity as we have begun to move the dial toward creating diverse representation more senior grades and also encouraging the need for more diversity of thought."

"I have realised over the years that I do best when I’m working on things I feel passionate about – and so I can’t see a future without a focus on social policy and equality in some way whether in an HR or policy role."

Typically you will be creating and driving forward number of pioneering D&I programmes which will feed into the delivery of the Civil Service wider workforce plan.
Level 1: Diversity and Inclusion Support/Administrator

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

Typically you would be using your drafting, numerical and research skills, to analyse D&I data such as the recording of personal information and reporting your findings within management reports. You may also provide secretarial support giving you a line of sight into board level discussions, here your activities are likely to include drafting minutes, follow up actions and issuing agendas.

You will be developing an understanding of HR and how activities such as learning and development, reward and recruitment impact on business change and culture. You may be in a generalist HR support role with a D&I focus.

Key Skills
For those working at Level 1 in any of the job families we would expect:

- Ability to use IT confidently e.g. Microsoft Excel and other software packages such as Google Docs.
- Time management: effective management of own time to meet priorities and deadlines.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- An awareness of roles, policies and processes within the wider HR Function and an awareness of how our work contributes to organisational objectives.
- Ability to complete research and analysis, to source, gather and interpret appropriate information.
- Comfortable in interpreting information and draft reports to clearly present data/insight, including highlighting trends and issues, to senior groups/the business.
- Develop and maintain excellent working relationships with team and wider business colleagues.
- Good customer service skills including being open to change and focused on developing a professional service.
- The ability to identify issues and trends and suggest potential solutions.
Level 1: Diversity and Inclusion Support/Administrator

**Core Activities**

Your core activities at this level will include:

- Supporting colleagues by conducting research, collecting, analysing and reporting on D&I data.
- Providing administrative support.
- Project and event coordination.
- Maintaining awareness of any Diversity issues and developments.
- Liaising with stakeholders to help deliver work priorities.
- Maintaining knowledge bank of current academic thinking, across public/private sector, with input from the wider team.

**The ‘Step-up’**

- Spend time on developing understanding of key D&I principles and priorities, e.g. by reading recent articles or reports, engaging with and utilising materials available from professional body membership e.g. Employers Network for Equality & Inclusion, Business Disability Forum, Stonewall etc.
- Take part in D&I learning and development programmes.
- Shadow a D&I practitioner.
- Increase understanding of employment law and relevant D&I legislation.
- Become familiar with coaching and influencing techniques. At the next level you will be viewed as an expert able to advise managers on best practice in D&I.
- If you are a member of an under-represented group, completing the Positive Action Pathway.
Diversity and Inclusion Level 1: Summary

Typically you would be using your drafting, numerical and research skills, to analyse D&I data such as the recording of personal information and reporting your findings within management reports. You may also provide secretarial support giving you a line of sight into board level discussions, here your activities are likely to include drafting minutes, follow up actions and issuing agendas. You will be developing an understanding of HR and how activities such as learning and development, reward and recruitment impact on business change and culture. You may be in a generalist HR support role with a D&I focus.

<table>
<thead>
<tr>
<th>Key Skills</th>
<th>Diversity and Inclusion Pathway Descriptor</th>
<th>Your Notes</th>
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</thead>
<tbody>
<tr>
<td>Ability to use IT confidently.</td>
<td>• Ability to use IT confidently.</td>
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</tr>
<tr>
<td>Time management.</td>
<td>• Time management.</td>
<td></td>
</tr>
<tr>
<td>Good communication skills.</td>
<td>• Good communication skills.</td>
<td></td>
</tr>
<tr>
<td>Awareness of the wider HR Function roles, policies and processes.</td>
<td>• Awareness of the wider HR Function roles, policies and processes.</td>
<td></td>
</tr>
<tr>
<td>Ability to complete research and analysis, to source, gather and interpret appropriate information.</td>
<td>• Ability to complete research and analysis, to source, gather and interpret appropriate information.</td>
<td></td>
</tr>
<tr>
<td>Comfortable in interpreting information and draft reports to clearly present.</td>
<td>• Comfortable in interpreting information and draft reports to clearly present.</td>
<td></td>
</tr>
<tr>
<td>Basic understanding of the wider HR Function.</td>
<td>• Basic understanding of the wider HR Function.</td>
<td></td>
</tr>
<tr>
<td>Good customer service skills.</td>
<td>• Good customer service skills.</td>
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</tbody>
</table>

Core Activities

- Supporting colleagues by conducting research, collecting, analysing and reporting on D&I data.
- Providing administrative support.
- Project and event coordination.
- Maintaining awareness of any Diversity issues and developments
- Liaising with stakeholders to help deliver work priorities.
- Maintaining knowledge bank of current academic thinking, across public/private sector, with input from the wider team.

The ‘Step-up’

- Spend time on developing understanding of key D&I principles and priorities.
- D&I learning and development programmes.
- Shadow a D&I practitioner.
- Increase understanding of employment law and relevant D&I legislation.
- Become familiar with coaching and influencing techniques.
- If you are a member of an under-represented group, completing the Positive Action Pathway.
Level 2: Diversity and Inclusion Manager/Senior Manager

**Overview**

At level 2 on the D&I pathway you will typically be a Diversity & Inclusion Manager or Senior D&I Manager. In Civil Service HR, you may be a Policy Adviser in a D&I Strategy role, or a D&I lead within a function e.g. learning.

D&I practitioners at this level will provide expert advice to business managers and HR Business partners on D&I issues. They will utilise data, a growing network of internal and external professionals and their knowledge of current D&I topics to provide sound recommendations.

They will manage projects to embed government and departmental D&I initiatives within their organisation or business unit, working cross functionally to ensure successful delivery.

They will be good communicators able to articulate the business benefits of D&I and will build strong relationships to understand the priority diversity issues to be addressed within their business area.

They will demonstrate inclusive management and leadership behaviours and will call out inappropriate behaviours.

**Key Skills**

You will be able to:

- Resolve complex issues and make sound decisions based on experience and judgement

You are likely to need:

- A solid level of knowledge and insight into diversity and inclusion issues - you will develop this expertise further on the job.
- A business-focussed approach to continuous improvement
- Strong awareness of links to other areas of work, across HR, the wider organisation and externally.

- Excellent communications skills, both written and oral. The ability to flex style according to the audience and tailor to manage challenging stakeholders and situations.
- Strong analytical skills to evaluate and set the strategic direction whilst considering internal and external influences.
- Strong coaching, influencing and negotiating skills.
- Excellent collaboration and partnering skills.

**Core Activities**

Your core activities at this level may include:

- Confidently engage with stakeholders and colleagues at all levels to generate commitment to D&I goals, providing comprehensive advice and consultancy on specific D&I issues.
Level 2: Diversity and Inclusion Manager/Senior Manager

- Using evidence and customer insight to identify D&I priorities for your organisation and shape effective interventions.
- Holding others to account, provide constructive challenge to senior managers and swiftly respond to changing requirements.
- Promoting resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected developments.
- Actively building and maintaining a broad and diverse network of colleagues to achieve progress on objectives.
- Working collaboratively with staff networks and external D&I organisations to improve knowledge and insight.
- Looking beyond your organisation or commissioning research to further develop understanding of a particular challenge or solution.
- Working with analysts and other colleagues to evaluate the effectiveness of interventions and use this learning to redesign and focus policy and interventions.
- Providing policy advice on diversity and inclusion developments to a range of stakeholders who may include senior leaders and managers in HR and across your organisation.
- Supporting other HR practitioners (e.g. HRBPs) in your organisation to become D&I competent and integrate D&I into their work.
- May include line management.

The ‘Step-up’
- Enhance your cross-sector knowledge of D&I approaches and latest innovations.
- Establish your networks within the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Develop your strategic thinking – understand how the D&I strategy for your organisation fits with wider organisational objectives using this knowledge to put across a strong business case for D&I.
- Improve your ability to manage multiple D&I work strands through enhanced project delivery skills.
- If you are a member of an under-represented group, completing the Positive Action Pathway.
Level 2: Diversity and Inclusion – Case Study

Name: Calvin
Job Title: Diversity and Inclusion and Fast Stream Advisor
Current Department: Civil Service Learning (CSL)

“I joined the Civil Service in 2006, and my first role was in the Crown Prosecution Service (CPS) as Personal Assistant to the Equality and Diversity Lead for London and the South East.

In 2007, I moved to the Department for Digital, Culture, Media and Sport (DCMS), working closely with Ministers on subjects including Sport policy, Heritage and the Olympics.

I spent a year on loan at Ofsted, working to the Children’s Rights Director. I then moved to a project role in Security and Counter Terrorism at the Home Office, before joining CSL.

Looking back, my first role in the CPS in Equality and Diversity provided an excellent grounding. It gave me an early insight into the diverse nature of the Civil Service. However, my later roles highlighted the need for the Civil Service to continue to focus on D&I. I view D&I as a thread that runs through everything we do, and our aim should be to embed this.

I am proud to work in a subject area, D&I, where I can help make a difference to civil servants across the UK, no matter what their jobs. The opportunity to influence D&I strategy puts you at the centre of a Government priority.

D&I has also enabled me to develop different skills. Working in partnership with our suppliers KPMG, I apply project delivery skills in managing the development of a number of D&I learning topics as part of the new CSL curriculum, consisting of online learning and workshops.

I regularly engage with stakeholders such as Civil Service Employee Policy (CSEP) and the Cabinet Office - often seeking their subject expertise or contributing to the wider D&I agenda. I feel my role allows me to be creative and suggest ideas, and am confident that L&D and D&I will provide interesting career opportunities in the future.”
Diversity and Inclusion Pathway Level 2: Summary

Level Overview

D&I practitioners at this level will provide expert advice to business managers and HR Business partners on D&I issues. They will utilise data, a growing network of internal and external professionals and their knowledge of current D&I topics to provide sound recommendations.

They will manage projects to embed government and departmental D&I initiatives within their organisation or business unit, working cross functionally to ensure successful delivery.

<table>
<thead>
<tr>
<th>Diversity and Inclusion Pathway Descriptor</th>
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<td>• A solid level of knowledge and insight into diversity and inclusion issues.</td>
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<tr>
<td>• A business-focused approach to continuous improvement.</td>
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<td>• Strong awareness of links to other areas of work.</td>
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<td>• Strong analytical skills.</td>
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<td>• Strong coaching, influencing and negotiating skills.</td>
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<td>• Excellent collaboration and partnering skills.</td>
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<tr>
<td><strong>Core Activities</strong></td>
<td></td>
</tr>
<tr>
<td>• Confidently engage with stakeholders and colleagues at all levels.</td>
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<tr>
<td>• Use evidence and customer insight to identify D&amp;I priorities for your organisation. Hold others to account.</td>
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<tr>
<td>• Promote resilience and responsiveness in the organisation.</td>
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<tr>
<td>• Actively build and maintain a broad and diverse network of colleagues.</td>
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<tr>
<td>• Working collaboratively with staff networks and external D&amp;I organisations.</td>
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<tr>
<td>• Working with analysts and other colleagues to evaluate the effectiveness of interventions.</td>
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<td>• Providing policy advice on diversity and inclusion developments.</td>
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<tr>
<td>• Supporting other HR practitioners (e.g. HRBPs) in your organisation to become D&amp;I competent.</td>
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<tr>
<td><strong>The ‘Step-up’</strong></td>
<td></td>
</tr>
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<td>• Enhance your cross-sector knowledge of D&amp;I approaches and latest innovations.</td>
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<td>• Develop your leadership skills.</td>
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<tr>
<td>• If you are a member of an under-represented group, completing the Positive Action Pathway.</td>
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</table>
Level 3: Head of D&I, Policy/Strategy Team Leader

Overview
Typically, at this level you will be:
• Head of Diversity and Inclusion.
• Diversity & Inclusion Team Leader in a larger organisation.
• Leader of a team covering multiple HR functions including D&I.
• A senior policy or strategy lead in Civil Service HR with responsibility for an aspect or aspects of D&I across the Civil Service.

As a team leader you will be a role model for inclusive leadership techniques and will challenge inappropriate behaviours.

You are likely to be responsible for ensuring departmental strategic deliverables are compliant with equality legislation (Equality Act 2010). You will be applying your influencing and persuasion skills at the most senior levels to offer both support and challenge, and to provide pragmatic solutions where non-compliance is identified.

Typically you will be horizon scanning for pioneering D&I practices to shape the D&I strategy within your department. You will use programme and change management techniques to oversee the implementation of the strategy within your department.

You will champion the D&I agenda within your department, proactively seeking opportunities to profile the business benefits of a fully inclusive culture and highlighting areas for improvement.

Key Skills
At this level, you will have:
• Inclusive leadership and management skills.
• Deeper expertise in and passion for D&I, insight into the latest trends.
• Strong influencing, negotiation and consulting skills which you will use to build broader networks and alliances.

You will be able to:
• Make robust strategic decisions about priorities and approaches.
• Inspire and influence others, putting across a strong business case for D&I.
• Influence and inform senior colleagues across your organisation / across government.
• Confidently engage with stakeholders, partners and colleagues at all levels of your organisation to generate commitment to goals.
• Use evidence and customer insight to identify strategic D&I priorities and shape effective interventions.
• Provide constructive challenge to senior managers, hold them to account and swiftly respond to changing requirements.
Level 3: Head of D&I, Policy/Strategy Team Leader

**Core Activities**

Core activities at this level may include:

- Working collaboratively to ensure diversity and inclusion are firmly integrated across the Civil Service’s or your organisation’s people priorities looking forward.
- Leading, designing and driving forward strategic and evidence-based approaches to diversity and inclusion.
- Working with analysts to assess progress and outcomes against D&I goals, evaluating pilot programmes and impact of interventions and using this to redesign and focus policy and interventions.
- Commissioning and leading or collaborating on new areas of work where we need to better understand barriers faced by certain groups of staff.
- Promoting resilience and responsiveness in the organisation by being open and honest about D&I challenges.
- Actively building and maintaining a broad and diverse network of cross-sector colleagues to achieve progress on objectives.
- Providing policy advice on D&I developments to a wide range of stakeholders which may include HR Directors/the Chief People Officer, Permanent Secretaries including the Permanent Secretary Diversity & Inclusion Champions.
- Working collaboratively with and influencing colleagues across Civil Service HR and/or Departmental HR teams, staff networks and diversity champions.
- Supporting key Governance Groups such as Board Level Champions’ external advisory groups e.g. the Civil Service Disability Champion’s Disability External Advisory Panel.
- Offering consultancy advice to departments, agencies and functions on how they can make sure they are creating opportunities for all staff to succeed.
- Offering consultancy advice to Civil Service Expert Services to ensure all services provided are inclusive and function to remove barriers that stop people succeeding.
- Leading consultations with key stakeholders such as Employee Networks and local Trade Unions.
- Undertaking internal and external speaking engagements, e.g. Civil Service Live, supporting diversity and inclusion commemorative events.
- Line management of staff and/or team.
Level 3: Head of D&I, Policy/Strategy Team Leader

The ‘Step-up’

The Step up at Level 3 is around continuous professional development, expanding technical expertise in Diversity and Inclusion, gaining breadth and depth of HR experience, and honing leadership skills.

In the workplace this may include:

- Strengthening communication and influencing skills to engage with director level stakeholders, large cross functional and external audiences.
- Becoming recognised as an expert within the D&I community having built relationships with senior leaders in the national D&I sphere.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.
- Leading on strategic level and complex D&I programmes and activities that are likely to have cross government impact.

- Gaining understanding and experience of the strategic impact across a number of HR deliverables/job families.
- Involvement in managing or establishing commercial contracts and financial budgets.

Development Activities

- Be part of a corporate, cross-cutting project.
- Gaining CIPD Chartered Member
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Civil Service or HR Talent Development programmes.
- Gain formal qualifications or specialist learning within Diversity and Inclusion.
- If you are a member of an under-represented group, completing the Positive Action Pathway.
“Diversity and Inclusion has been in the limelight for over two years now, since Sir Jeremy Heywood made it one of the top three priorities. We have moved on from Equality and Diversity and embraced the need to be a more diverse and inclusive Civil Service, representative of the public we serve.

It is an exciting time to work in diversity as we have begun to move the dial toward creating diverse representation at more senior grades and also encouraging the need for more diversity of thought.

So how does this translate to my role as a Senior Diversity and Inclusion Manager? Just as the definition of diversity, no two working days are exactly the same! My role involves a flurry of activity which aims to bring together the Civil Service’s vision of being the most inclusive employer.

One trait required for my role is a genuine passion and commitment for this agenda. I am required to fully understand the tangible business benefits for diversity, in order to engage with senior stakeholders across my department to generate their commitment to this agenda. I act as a diversity partner to business groups, equipping and advising Directors on the practical tools required to achieve their diversity objectives. I have recently been reviewing our department’s process of procuring workplace adjustments for our employees with disabilities to ensure they are able to obtain the support required to enable them operate on a level playing field; at the same time developing an anti-bullying action plan after analysing the results of our people survey. My job affords me the opportunity to make a difference to people on a daily basis.

Diversity is being invited to a party, but inclusion is being asked to dance”
Diversity and Inclusion Pathway Level 3: Summary

Level Overview
You are likely to be responsible for ensuring departmental strategic deliverables are compliant with equality legislation (Equality Act 2010). You will be applying your influencing and persuasion skills at the most senior levels to offer both support and challenge, and to provide pragmatic solutions where non-compliance is identified. Typically you will be horizon scanning for pioneering D&I practices to shape the D&I strategy within your department. You will use programme and change management techniques to oversee the implementation of the strategy within your department.

<table>
<thead>
<tr>
<th>Diversity and Inclusion Pathway Descriptor</th>
<th>Your Notes</th>
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<tbody>
<tr>
<td><strong>Key Skills</strong></td>
<td></td>
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<tr>
<td>• Make robust strategic decisions.</td>
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<tr>
<td>• Inspire and influence others.</td>
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<tr>
<td>• Influence and inform senior colleagues across your organisation / across government.</td>
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<tr>
<td>• Confidently engage with stakeholders.</td>
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<td>• Use evidence and customer insight to identify strategic D&amp;I priorities.</td>
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<tr>
<td>• Provide constructive challenge to senior managers.</td>
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</table>

| **Core Activities**                       |            |
| • Leading, designing and driving forward strategic and evidence-based approaches to diversity and inclusion. | |
| • Commissioning and leading or collaborating on new areas of work. | |
| • Providing policy advice on D&I developments to a range of stakeholders. | |
| • Working collaboratively with and influencing colleagues across Civil Service HR and/or Departmental HR teams. | |
| • Offering consultancy advice to Civil Service Expert Services. | |
| • Leading consultations with key stakeholders Undertaking internal and external speaking engagements. | |

| **The ‘Step-up’**                          |            |
| • Engage and influence large groups, team members and senior stakeholders. | |
| • Building wide-ranging professional networks. | |
| • Broadening understanding of the drivers for change and the Civil Service political environment. | |
| • Leading others on strategic level projects and activities. | |
| • Building the breadth and depth of HR expertise. | |
| • Showing the application of systems thinking. | |
Level 4: Deputy Director Responsibilities

Overview

At this level you may be a D&I Deputy Director in Civil Service HR, or a DD or HRD in a departmental HR Directorate, with broad HR 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.

You are likely to be a recognised expert in the D&I sphere with established links to national bodies such as the Equality and Human Rights Commission, Business in the Community, Employers Network for Equality and Inclusion and Stonewall. You will have a comprehensive understanding of D&I and your expertise will be sought to champion the Civil Service D&I agenda across government and externally, promoting the Civil Service as an inclusive employer of choice.

Key Skills

Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong policy and operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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 departmental barriers to inclusion.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Enquiries into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.
# Level 4: Deputy Director Responsibilities

## Core Activities
- Effective delivery of current D&I strategy programme, including agreeing programme scope and future priorities with Civil Service Board.
- Leading specific new/formative projects in the programme.
- Ensuring appropriate governance arrangements for the programme are in place.
- Developing senior leadership group engagement around diversity and inclusion, challenging this group to think creatively about their role.
- Delivering D&I targets in wider CS workforce plan and any activity identified in subsequent updates.
- Supporting the Permanent Secretary Diversity and Inclusion Champions.

## The ‘Step-up’
The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

**In the workplace** this may include:
- Taking on roles of increased scale to develop breadth and depth of experiences.
- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda.
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.

## Leading work to pilot new interventions
- Leading work to pilot new interventions, working closely with HR Expert Services to test new approaches and identify what drives improved diversity outcomes.

## Overseeing the Diversity and Inclusion data strategy
- Overseeing the Diversity and Inclusion data strategy, ensuring publications, briefings, correspondence, PQs and departmental dashboards are accurate, liaising with Inclusive Policies teams across departments as appropriate.

## Speaking at external conferences and events
- Speaking at external conferences and events, facilitating cross-sector innovation sprints and workshops.

## Leading consultations with the National Trade unions
- Leading consultations with the National Trade unions.
Level 4: Deputy Director Responsibilities

**Development activities** may include:

- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- Secondments to other sectors or across Civil Service Functions
- CIPD Fellow membership.
- Completing Senior Talent Development programmes: High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).

**Further Learning Opportunities**

- Completing SCS Curriculum courses on Civil Service Learning:
- Commercial Skills for Leaders;
- Leading as an SRO;
- Leading others through coaching.
- Taking on an external Trustee or Non-Executive Director Role to gain broader Board level leadership experience.
- Completing advanced programmes in specialist areas of the job family.
“I am the Deputy Director for Diversity & Inclusion Strategy heading up work to devise and maintain the Civil Service’s strategic approach to making us the most inclusive employer in the UK. I lead our work to set strategic direction for the whole Civil Service. With my team we collaborate with central CSHR functions, and departments’ to maximise the diversity of talent we attract and retain at all levels in our organisations to meet the needs of UK citizens.

I started out my working life in the NHS working on improving health outcomes for people from black and minority ethnic communities in all parts of the NHS. After around 10 years in race policy, I decided I needed to mainstream and took up a series of roles within the NHS and eventually in the Department of Health on health and care policy for another 10 years. During that time I was able to develop great policy and strategy skills, gain experience working with Ministers, No10 and other central parts of government, and developed a fantastic network that I draw on all the time.

When I applied for my current role, I was motivated by the opportunity to come back to work on something I felt passionate about, to lead a programme of work I was personally invested in and make a difference not just for the people we work with, but the business we deliver. I’ve never worked in HR, and so this was a fantastic opportunity for me get insight into the way in which organisations work and deliver our strategic and operational business outcomes – and how we can improve our own capability to deliver for UK citizens.

I have realised over the years that I do best when I’m working on things I feel passionate about – and so I can’t see a future without a focus on social policy and equality in some way whether in an HR, or a policy role.”
Diversity and Inclusion Pathway Level 4: Summary

| Level Overview | 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. You are likely to be a recognised expert in the D&I sphere with established links to national bodies such as the Equality and Human Rights Commission, Business in the Community, Employers Network for Equality and Inclusion and Stonewall. You will have a comprehensive understanding of D&I and your expertise will be sought to champion the Civil Service D&I agenda across government and externally, promoting the Civil Service as an inclusive employer of choice. |

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Pay and Reward Career Pathway Contents

Section 1

Section 2

Section 3

Section 4

Section 5

Section 6
Why choose a career in Pay and Reward?

**What is Pay and Reward?**
Pay and Reward is about making sure people’s skills, behaviours and contributions are rewarded and recognised. This recognition must be in a fair, market-based and cost-effective way.

Roles will involve a wide range of reward activities including:
- developing and implementing a reward strategy;
- annual pay reviews and negotiations with TU; and
- drafting reward communications.

You may also:
- create incentive and recognition schemes;
- establish the case for employee benefits;
- manage the benefit package; and
- evaluate its effectiveness.

This is all part of the organisation’s aim to create and sustain a high-performance culture.

As well as being comfortable with numbers, and aware of legal and regulatory requirements, reward specialists need to be able to communicate and educate employees and line managers about the reward strategy. Those in reward will work with colleagues in other departments to create a ‘coherent’ employee value proposition approach.

**The Pay and Reward ‘Career Offer’**
The reward job family offers interesting and challenging leadership opportunities at the centre of the HR Profession. We provide a link between HR and Finance and play an important role in supporting departments to work alongside Cabinet Office and HM Treasury.

We look for creative individuals with the ability to develop innovative pay and reward solutions in the current climate of spending reductions. We value both breadth of HR capability and analytical skills.

The reward job family is integral to supporting departments in motivating and rewarding the workforce for their contribution to the Civil Service. As careers progress, we expect our reward professionals to:
- play a role in the cross-government reward network;
- take part in projects outside of their home department; and
- have the opportunity to develop more analytical tools and skills in these roles.

The skills gained in the reward job family will help individuals undertake other stretching roles in the HR profession.
Why choose a career in Pay and Reward?

There are a large range of projects that individuals can work on including:

- designing, developing and modelling pay and reward strategies;
- drafting ministerial briefings;
- engaging with senior stakeholders;
- engaging with Trade Unions; and
- managing the annual pay process for departments.
The Pay and Reward Career Pathway

### Pathway

- **Level 1**
  - Junior Analyst/Support
  - Administrative and analytical support to the reward function, often those new to reward.
  
  "I am now able to confidently answer pay queries after having had no previous experience within the reward area."

- **Level 2**
  - Analyst
  - Practitioner
  - Administrative and analytical support to the reward function, often those new to reward.
  
  "The greatest challenge I’ve faced so far in my career was moving into an experienced pay team who were implementing an annual pay award. I had no prior pay and reward knowledge and it was a steep learning curve."

- **Level 3**
  - Expert Lead
  - Head of Reward
  - Subject specialists at the peak of their theoretical knowledge and practical experience.
  
  "The most enjoyable part of my role is supporting the Department in understanding how reward can be an enabler for change, as small changes in the way money is distributed can have a big effect on how people behave."

- **Level 4**
  - Deputy Director
  - Director
  - Senior Generalists; SCS heads of profession areas.

### Overview

- **Junior Analyst/Support**
- **Analyst**
- **Practitioner**
- **Expert Lead**
- **Head of Reward**
- **Deputy Director**
- **Director**

### Case Studies

- "I am now able to confidently answer pay queries after having had no previous experience within the reward area."
- "The greatest challenge I’ve faced so far in my career was moving into an experienced pay team who were implementing an annual pay award. I had no prior pay and reward knowledge and it was a steep learning curve."
- "The most enjoyable part of my role is supporting the Department in understanding how reward can be an enabler for change, as small changes in the way money is distributed can have a big effect on how people behave."

---
Level 1: Junior Analyst / Support

Overview
Junior analysts / support team members work as part of the pay and reward team to deliver departmental reward priorities. They are likely to have drafting, numerical and research skills for activities such as benchmarking and pay modelling.

Reward is a dynamic, flexible environment in which to work and develop, where decision making at every level can have an impact on the entire organisation’s workforce and business strategy.

To support reward priorities they will have a basic understanding of their departmental reward strategy. Individuals will also have an awareness of the impact that diversity and inclusion has on reward.

Developing an understanding of the importance of Pay and Reward in attracting, retaining and engaging employees is critical for developing a career in HR.

Key Skills
For those working at Level 1 in any of the job families we would expect:

- Ability to use IT confidently, for example to understand data in spreadsheets or put professional looking documents together.
- Time management: effective management of own time to meet priorities and deadlines.
- Ability to keep data accurate and pay attention to detail, especially when it comes to people’s personal data.
- Good communication skills demonstrating active listening and effective written and verbal communication skills.
- An awareness of the wider HR Function roles, policies and processes.
- Ability to complete research and analysis, to source, gather and understand appropriate information.

- Comfortable in 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.
- Project coordination and organisational skills.
- Good customer service skills including being open to change and focused on developing a professional service.
Level 1: Junior Analyst / Support

**Core Activities**

Your core activities at this level may include:

- Collecting, analysing and reporting data for benchmarking.
- Liaising with stakeholders over reward queries and data.
- Handling transactional reward queries.
- Having awareness of likely Trade Union position with regards to pay and reward issues.
- Supporting senior managers with delivery of pay and reward projects. Understand legislative changes and their impact.
- Supporting administration.

**The ‘Step-up’**

- Spend time on the developing reward knowledge. Understand how it connects to other parts of HR.
- Begin to understand pay structures and reward options in the Civil Service. This may include the wider market beyond the Civil Service/public sector.
- Effective stakeholder management and engagement skills.

**Available resources include:**

- Shadowing and coaching from team members to up skill on Reward topics, such as:
  - reward in the Civil Service;
  - developing a reward strategy; and
  - Employee Value Proposition (EVP).
- Factsheets and information available through CIPD, E-reward and ACAS.
- Influencing Skills: Enhancing Your Credibility (CSL online-learning)
- Negotiation Essentials Suite (CSL online-learning).
- Base and Variable Pay.
- Developing a Reward Strategy.
- Reward in Context.
Name: Daisy  
Job Title: HR Expert Services assistant  
Current Department: Cabinet Office

“I currently 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. I am now able to confidently answer pay queries after having had no previous experience within the reward area.

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. Before working within 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!

I now intend to build on my skills, using the broad experience and support available to me, to move into an assistant HR Business Partnering role.”
## Reward Pathway Level 1: Summary

**Level Overview**
At level 1 on the Reward Pathway you will:
- have drafting, numeracy and research skills for activities such as benchmarking and pay modelling
- understand, at a basic level, your departmental reward strategy
- possess basic HR/Reward knowledge, enabling your involvement in casework
- possess the interpersonal and organisational skills required to communicate well across the team
- have a desire to learn.

### Pay and Reward Pathway Overview

<table>
<thead>
<tr>
<th>Key Skills</th>
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<tr>
<td>- Ability to use Excel and other software packages confidently.</td>
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<tr>
<td>- Research skills: ability to gather appropriate data/information.</td>
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<tr>
<td>- Providing information: ability to manage and clearly present information.</td>
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<tr>
<td>- A basic understanding of HR.</td>
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<td>- Time management skills: ability to manage own time.</td>
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<th>Core Activities</th>
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<td>- Awareness of likely Trade Union position with regards to pay and reward issues.</td>
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<td>- Support senior managers with delivery of pay and reward projects.</td>
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<tr>
<td>- Understand legislative changes and their impact.</td>
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<td>- Support administration.</td>
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<tr>
<th>The ‘Step-up’</th>
<th>Your Notes</th>
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<tbody>
<tr>
<td>- Large amount of time focusing on learning and development.</td>
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</table>
Level 2: Analyst / Practitioner

Overview
Analysts and practitioners work as part of the pay and reward team to assimilate information strategically and analytically to help draft governance papers and develop pay strategy.

They develop a solid level of technical HR/reward knowledge, commissioning and acting on legal advice on issues impacting reward, including diversity and inclusion.

Engagement and consultation with stakeholders, clients and customers becomes increasingly important at this level. This will involve strong interpersonal skills, initiative, flexibility, independence and ability to maintain stakeholder relationships at all levels.

Work at this level may also include managerial skills such as payroll and horizon scanning across the business (e.g. with HRBPs), as well as developing their own and others knowledge of reward (pay, benefits, EVP, etc.).

Key Skills
Key skills and knowledge that people display at this level include:
- Developing expertise in Reward including solid level of technical HR understanding.
- Communicating with impact and an ability to influence, and consult with, key stakeholders.
- Emerging strategic awareness of internal and external reward trends.
- Good project management skills to manage multi-strand projects and cross government projects.
- Strong analytical and numerical skills to complete data analysis.
- Advanced ability to use Microsoft Excel and other software packages.
- Achieve results through managing and prioritising your own and others workload (of a small/medium team).

Core Activities
Your core activities at this level may include:
- Designing and delivering reward strategy.
- Handling pay and reward case work.
- Analysing and interpreting data.
- Implementing annual pay awards and legislation impacting pay and reward.
- Drafting pay policies.
- Advising, supporting and negotiating with stakeholders.
- Using experience to lead and coach colleagues.
- Supporting senior managers to deliver reward objectives.
- Attending Trade Union meetings and assist team lead with engagement.
Level 2: Analyst / Practitioner

The ‘Step-up’

- Building more technical reward knowledge. Focus on being able to ‘join the dots’ of various policies and take ownership of some.

- Ability to assess cost benefits and confidence to suggest changes/improvements.

- Understanding of how reward links to departmental business priorities. Ability to clearly communicate to other colleagues across HR and your department.

- A developed understanding of pay structures and reward options in the Civil Service. This will include trends in the wider market beyond the Civil Service and public sector.

Potential learning resources:

- Reward and Employee Benefits Association weekly email.

Optional learning opportunities include (normally fees attached):

- Market Pricing – Conducting a Competitive Pay Analysis.

- Strategic Communications in Total Rewards.

- Reward Fundamentals.

- Compensation Benchmarking Fundamentals.

- CIPD Advanced Award in Reward Management.

- Benefits, Pensions and Share Schemes.
"I am currently a Reward Consultant for Civil Service Pay & 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; and
• researching and developing ways to enhance reward capability.

I held a number of varied roles before my current role, including: Attendance Management Specialist; HR Generalist; L&D product developer; and working on the Pay and Reward team in DWP.

Prior to joining the Civil Service I worked in the private sector. I think there is a perception within 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.

I chose a career in HR because of the variety the profession offers. Working within the Civil Service I have been able to move between HR job families, allowing me to gain broad experience and face new challenges.

The greatest challenge I have faced in my career so far, was moving into an experienced 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 skills such as drafting, product development, consulting, and project planning to help me succeed.

My top tip for anyone pursuing a career in Reward in the Civil Service is: ‘be flexible - the only certain thing in the Civil Service is change!’"
## Reward Pathway Level 2: Summary

### Level Overview

At level 2 on the Reward Pathway you will:
- Assimilate information strategically and analytically to help draft governance papers and develop pay strategy
- Develop a solid level of technical HR/reward knowledge and business knowledge
- Possess strong interpersonal skills to consult with stakeholders/clients/customers
- Be independent, adaptable and show initiative
- Possess managerial skills including structural e.g. payroll
- Horizon scan across the business (e.g. BP’s)
- Continually develop your own and others knowledge of reward (pay, benefits, EVP etc.).

### Key Skills

- Strong analytical and numerical skills.
- Data analysis skills.
- Knowledge of up to date reward policies and strategies.
- Advanced ability to use Excel and other software packages.
- Strong communication skills.
- A solid level of technical HR understanding.
- Ability to manage own time and a small/medium team.
- Project management: Manage distinct projects.

### Core Activities

- Design and deliver reward strategy.
- Handle pay and reward case work.
- Analyse and interpret data.
- Implement annual pay awards and legislation impacting pay and reward.
- Draft pay policies.
- Advise support and negotiate with stakeholders.
- Uses experience to lead and coach colleagues.
- Support senior managers to deliver reward objectives.
- Attends Trade Union meetings and assist lead with engagement.

### The ‘Step-up’

- Increase technical reward knowledge.
- ‘Join the dots’ of various policies and take ownership of some.
- Assess cost benefits and suggest changes/improvements.
## Overview
Expert Leads / Heads of Reward have responsibility for the development and delivery of their department’s pay and reward strategy within departmental restraints and HMT guidance. They will act as an influencer, negotiator and consultant. At this level it is vital to have the confidence and knowledge to brief senior leaders on reward issues. In addition, they must have a high degree of experience partnering with HR colleagues and the business. Underpinning this experience should be knowledge of ER and how reward links to the overarching business strategy.

In addition to leading the pay and reward team they are also an integral part of the HR community and a leader. The ability to develop direction and strategy to support the business will also be based on change management, decision making skills and resilience.

## Key Skills
Key skills and knowledge that people display at this level include:

- Broad and detailed HR knowledge and experience with a strategic focus.
- Strong analytical and numerical skills to evaluate and set the strategic direction. Consideration of internal and external influences.
- Ability to make effective decisions, understanding business priorities. Provide insights and linkages (including risk analysis) to provide innovative solutions.
- Excellent communication skills, tailored to manage challenging stakeholders and situations.
- Excellent project management skills to manage complex, high profile, large scale, high budget projects.

## Core Activities
Your core activities at this level may include:

- Designing and build flexible and integrated reward strategy to support overall organisation strategy and goals.
- Utilising reward knowledge to influences and inform SCS and peers in across government of practical, realistic reward solutions.
- Leading Trade Union conversations on a departmental level.
- Strategically analysing and evaluating data to make an informed decision or recommendation.
- Shaping strategy to reflect legislative framework and future changes.
Level 3: Expert Lead / Head of Reward

The ‘Step-up’

The Step up at Level 3 is around continuous professional development, expanding technical expertise in Reward, gaining breadth and depth of HR experience, and honing leadership skills.

In the workplace this may include:

- Developing confidence in communication and influencing skills to engage with large groups, team members and senior stakeholders.
- Building networks across the Civil Service and beyond to enhance HR and operational outcomes and personal support.
- Broadening understanding of the drivers for change and the political environment across the Civil Service.
- Leading on strategic level and complex reward projects and activities.

Gaining understanding and experience across a number of HR deliverables/job families to build the breadth and depth of HR expertise necessary for working at a senior HR level.

Involvement in managing or establishing commercial contracts and financial budgets.

Development activities may include:

- Involvement in a corporate, cross-cutting project for the Department or CSHR.
- Building evidence portfolio for CIPD Chartered Member.
- Secondments or loans to other sectors or across Civil Service Functions.
- Completing Talent Development programmes e.g. Future Leaders Scheme (FLS).

Gain formal qualifications or specialist learning within reward such as: Annual E-Reward Conference; CIPD Annual Conference and Workshop; Mercer Forums; Reward and Employee Benefits Association; Advanced Reward Management (Mercer); and Strategic Partnering for Reward Professionals.
"I have always loved analysing numbers although I started out as an optician! The skill you need to be a good reward manager is the ability to understand and adapt to strategic challenges, understanding problems at both the macro- and the micro-level. When I realised I could use my expertise to add value whilst supporting the department to deliver business in more effective ways; I became committed to the reward profession.

I have worked in reward roles in three Government Departments – both centrally and in individual departments where the needs of the business can be very different. As Head of Reward I ensure that the relative size and demands of roles is properly recognised (through job evaluation) and that the relative contribution of staff is reasonably recognised through some sort of reward (performance management). These two systems are overhauled every 5 to 10 years. More routinely is the need to ensure that salaries and other pay elements are reasonably benchmarked against Whitehall norms and to a certain extent against external norms, taking account of pressures applied through organisational change and business objectives. On an annual basis there is the development of the pay settlement for both delegated and SCS and the negotiations with the unions – which can be interesting!

The most enjoyable part of my role is supporting the Department in understanding how reward can be an enabler for change as small changes in the way money is distributed can have a big effect on how people behave. There’s an old adage in reward “be careful what you pay people to do – they may just do it”. I really enjoy being part of this mini-evolution that is starting to make a big difference.”
# Reward Pathway Level 3: Summary

## Level Overview
- At level 2 on the Reward Pathway you will:
  - possess confidence and knowledge to brief senior leaders on reward issues as part of a wider HR context
  - have a high degree of business partnering experience, underpinned with knowledge of ER and how reward links to the overarching business strategy
  - be an integral part of the HR Community
  - develop direction and strategy to support the business
  - manage change and be a confident decision maker
  - challenge direction and be resilient
  - demonstrate strong influencing, negotiation and consulting skills.

## Pay and Reward Pathway Overview

<table>
<thead>
<tr>
<th>Key Skills</th>
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<tbody>
<tr>
<td>- Strong analytical and numerical skills: able to strategically analyse and evaluate data.</td>
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<tr>
<td>- Ability to make strong decisions: understands business priorities, provides insight and analyses risk to provide innovative solutions.</td>
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<td>- Possess strong communication skills: including the ability to influence, negotiate and consult effectively.</td>
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<tr>
<td>- Ability to manage individual and multi strand projects.</td>
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<tr>
<td>- Detailed HR/reward knowledge and experience.</td>
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<td>- Up to date knowledge of reward policies and strategies.</td>
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<thead>
<tr>
<th>Core Activities</th>
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<tr>
<td>- Build flexible and integrated packages to support organisation strategy.</td>
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<tr>
<td>- Utilises reward knowledge to influence and inform SCS and peers in departments/cross government of practical, realistic reward solutions.</td>
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<tr>
<td>- Lead Trade Union conversations on a departmental level</td>
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<tr>
<td>- Strategically analyse and evaluate data to make and informed decision or recommendation.</td>
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<tr>
<td>- Shape strategy to reflect legislative framework and future changes.</td>
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<tr>
<th>The ‘Step-up’</th>
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<tr>
<td>- Takes a more strategic approach.</td>
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<tr>
<td>- Considers the ‘Bigger Picture’ to link in with HR Strategy, culture and other departments’ plans.</td>
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<tr>
<td>- Feed cost benefit into the overall organisation strategy.</td>
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</table>
## Level 4: Reward - DD/HRD Responsibilities

### Overview
Level 4 Reward leaders have overall responsibility for their department’s reward strategy. They will have a comprehensive understanding of reward, and drive and influence reward strategy that supports key departmental objectives taking into account diversity and inclusion.

They champion reward to the wider HR community and organisation, lead change management and set direction. At this level they will be enhancing their credibility amongst the HR community. They will act as a key communicator with stakeholders including HMT, CO and DGs, as well as providing a link with other business areas such as ER, operations and finance.

The role at this level is generally also 50% corporate cross government and draws on skills understanding and considering the wider cross government perspective.

### Key Skills
Application of the Level 4 core key skills will be from the perspective of your job family, and to varying degrees depending on role.

- Builds a strong operational understanding of the organisation, as well as the broader sector in which it operates.
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- 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.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader (e.g. industrial relations and commercial climates) and as a senior partner to the Civil Service system.
- Inquires into complex contexts with others and seeks to experiment, innovate and build collective learning.
- Utilises appropriate risk management understanding to deploy extra professional expertise, such as finance and legal, when required.
- Builds the professional networks, personal resilience, and emotional intelligence needed for success in high-pressure senior leadership roles.
- Develops comprehensive understanding of HR and strategic workforce planning within an organisational context.
- Models commitment to the HR profession through seeking opportunities to contribute to work across the function and other sectors.
Level 4: Reward - DD/HRD Responsibilities

**Core Activities**
Your core activities at this level will include:
- Communicating and driving legislative changes.
- Leading the delivery of key organisation wide pay and reward strategy and plans.
- Leading Trade Union conversations on a cross-government and ministerial level.
- Acting as a key communicator with senior stakeholders.

**The ‘Step-up’**
The Step up at level 4 is around continuous professional development, and preparation to move from DD roles to HRD roles.

**In the workplace** this may include:
- Taking on roles of increased scale to develop breadth and depth of experiences.

**Development activities** may include:
- Taking on a corporate, cross cutting project for CSHR e.g. membership of one of the 7 CSHR governance boards, or taking on senior sponsorship of a CSHR initiative.
- CIPD Fellow membership.
- A development programme that supports a transformational, systemic mindset.

- Broadening outlook across the Civil Service, and wider, to make connections and links to other work.
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills to gain greater confidence and personal impact.
- Moving to setting direction and leading across the whole people agenda.
- Taking a systemic perspective, leading through complexity and working at and across boundaries between systems.

**Further Learning Opportunities**
- Completing Senior Talent Development programmes: High Potential Development Scheme (HPDS); and Senior Leaders Scheme (SLS).
- Completing SCS Curriculum courses on Civil Service Learning:
  - Commercial Skills for Leaders;
  - Leading as an SRO; and
  - Leading others through coaching.
- Completing advanced programmes in specialist areas of the job family.
Reward Pathway Level 4: Summary

**Level Overview**
At level 4 on the Reward Pathway you will:
- Have a comprehensive understanding of reward
- Drive reward strategy that supports key departmental objectives
- Champion reward to wider HR/Business
- Lead change management and set direction
- Understand and consider the wider cross government perspective: 50% corporate cross government
- Act as a key communicator with senior stakeholders
- Make best use of links with other business areas, such as ER, operations and finance.

**Pay and Reward Pathway Overview**

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**Key Skills**
- Translates the organisation plan into a clear and understandable people plan.
- Builds an inclusive, high performing, and professional HR team.
- Delivers transformation and performance with, and through, colleagues.
- Balances, seeks to understand, and navigates multiple perspectives as an HR leader.
- Utilises appropriate risk management understanding to deploy extra professional expertise.
- Builds the professional networks, personal resilience, and emotional intelligence.
- Develops comprehensive understanding of HR and strategic workforce planning.

**Core Activities**
- Communicate and drive legislative changes.
- Lead the delivery of key organisation wide pay and reward strategy and plans.
- Lead Trade Union conversations on a cross-government and ministerial level.
- Act as a key communicator with senior stakeholders.

**The ‘Step-up’**
- Taking on roles of increased scale
- Broadening outlook across the Civil Service, and wider
- Developing a wider range of influencing styles and methods, and deploying these effectively and appropriately.
- Building on leadership skills.
- Setting direction and leading across the whole people agenda
- Systemic perspective, leading through complexity and working at and across boundaries between systems.