

Click on the names below to read the inspiring career journeys of people working in HR in the Civil Service

Level 1 (AO/EO)	<b>Gareth</b> Learning & Talent	<b>Anonymous</b> HR Business Partnering	<b>Sarah</b> Policy & Employee Relations	<b>Daniel</b> HR Operations	<b>Anonymous</b> HR Business Partnering	<b>Jane</b> Strategic Workforce Planning
Level 2 (HEO/SEO)	<b>Sharon</b> Casework	<b>Joshua</b> Learning & Talent	<b>Anonymous</b> HR Business Partnering	<b>Sheila</b> HR Operations	<b>Karen</b> Strategic Workforce Planning	
	<b>Calvin</b> Diversity & Inclusion	<b>Lauren</b> Organisational Design & Development	<b>Janet</b> Policy & Employee Relations	<b>Cherilyn</b> Learning & Talent		
Level 3 (G6/G7)	<b>Scott</b> Casework	<b>Anonymous</b> HR Business Partnering	<b>Melanie</b> Policy & Employee Relations	<b>Cheryl</b> HR Operations	<b>Natalie</b> Learning & Talent	
	<b>Heidi</b> Learning & Talent	<b>Tom</b> Strategic Workforce Planning	<b>Fiona</b> Organisational Design & Development	<b>Farha</b> Reward		
Level 4 (Deputy Director/Director)	<b>Matt</b> Casework	<b>Anonymous</b> HR Business Partnering	<b>Debra</b> HR Operations	<b>Marina</b> Organisational Design & Development		<b>Richard</b> Learning & Talent
	<b>Jazz</b> Diversity & Inclusion		<b>Jack</b> HR Operations			



## Level 1: HRBP– Case Study 1

### **Current Department: 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 secretariat People Committee and Trade Unions. 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: HRBP - Case Study 2

### Current Department: 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.”



## Level 2: HRBP- Case Study

### Current Department: DEFRA

“I business partner a project which manages a large-scale schedule of TUPE and COSoP transfers of staff from different organisations and agencies into Defra.

On this project I am the HR lead for communicating with stakeholders including those transferring and HRBP leads in both transferring and receiving organisations and agencies.”



“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.”



## Level 3: HRBP & Senior HRBP - Case Study

### **Current Department: Public Health England**

“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; report 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 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.”



## Level 4: HRBP– 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 cross-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.”





## Level 2: Casework - Case Study

**Name:** Sharon

**Job Title:** Team leader/Case manager

**Current Department:** HMRC

“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 HMRC’s performance and reputation - this is what makes it great for me.”





## Level 3: Casework - Case Study

**Name:** Scott

**Job Title:** Head of Casework

**Current Department:** 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 enabled 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 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.

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!”







## Level 4: Casework - Case Study

**Name:** Matt

**Job Title:** Deputy Director

**Current Department:** 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 KPIs and close analysis of MI.
- Identifying interventions based on MI and insight, linking to wider sources ie 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 1: Policy and ER - Case Study

**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 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.”





## Level 2: Policy and ER - Case Study

**Name:** Janet

**Job Title:** Senior Consultant

**Current Department:** Civil Service  
Employee Policy (CSEP)

“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.”





## Level 3: Policy and ER - Case Study

**Name:** Melanie

**Job Title:** HR Policy Development and Employee Relations Lead

**Current Department:** Crown Prosecution Service

“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 the Departmental Whitley Council. 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 Whitley Councils 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 is the organisation 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! ”





## Level 1: HR Operations - Case Study

**Name:** Daniel

**Job Title:** Recruitment Advisor

**Current Department:** Civil Service  
Resourcing

“I am currently working as a recruiter on the Home Office team for Civil Service Resourcing, 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.”





## Level 2: HR Operations - Case Study

**Name:** Sheila

**Job Title:** Service Delivery Manager

**Current Department:** Government Recruitment Service

“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 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.”





## Level 3: HR Operations - Case Study

**Name:** Cheryl

**Job Title:** Higher Operations Manager

**Current Department:** Government Recruitment Service

“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 Government Recruitment Service (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 AOs. 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 me 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.”





## Level 4: HR Operations - Case Study 1

**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.”





## Level 4: HR Operations - Case Study 2

**Name:** Jack

**Job Title:** Deputy Director and Head of Recruitment Operations

**Current Department:** Government Recruitment Service

“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 Civil Service Resourcing.

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!”





## Level 2: OD&D Case study 1

**Name:** Lauren

**Job Title:** HR Business Partner

**Current Department:** 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.”





## Level 3: OD&D - Case Study

**Name:** Fiona

**Job Title:** : Head of Organisation Design Capability

**Current Department:** DWP

“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 focussing 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.”





## Level 4: OD&D- Case Study

**Name:** Marina

**Job Title:** Director

**Current Department:** OD&D Expert Service

“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 around 2001 when I was PS to the DG 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.”





## 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, Mortgages and Third Parties. 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.”





## Level 2: Learning & Development Consultant / Talent Manager - Case Study 1

**Name:** Cherilyn

**Job Title:** L&D Consultant

**Current Department:** Foreign & Commonwealth Office

“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.”





## Level 2: Learning & Development Consultant / Talent Manager - Case Study 2

**Name:** Joshua

**Job Title:** Talent Scheme Assistant Manager

**Department:** Civil Service Talent – Cabinet Office

“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.”





## Level 3: Learning and Talent Development - Case Study 1

**Name:** Heidi

**Job Title:** L&D Consultant

**Current Department:** Home Office

“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 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.”





## Level 4: Learning and Talent Development - Case Study

**Name:** Richard

**Job Title:** Deputy Director, Professional Capability

**Current Department:** CS Learning

I lead on Professional Capability in Civil Service Learning - that is, supporting professions to develop capability within their professions and, crucially, helping them lead the capability of others, including senior leaders, across the civil service.

“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. “





## Level 1: - Strategic Workforce Planning and Recruitment – 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!”





## Level 2: Strategic Workforce Planning and Resourcing - Case Study

**Name:** Karen

**Job Title:** 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.”





## 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 transferrable to other roles in HR. “





## Level 2: Diversity and Inclusion – Case Study

**Name:** Calvin

**Job Title:** Diversity and Inclusion and Fast Stream Advisor

**Current Department:** Civil Service Learning

“ 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 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.”





## Level 4: Diversity and Inclusion - Case Study

**Name:** Jazz

**Job Title:** Deputy Director D&I Strategy

**Current Department:** CSHR Workforce Strategy & Inclusion, Cabinet Office

“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.”





## Level 3: Expert Lead / Head of Reward - Case Study

**Name:** Farha

**Job Title:** Group Head of Reward

**Current Department:** Home Office

“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.”

