



Developing specialist skills within government

A guide to specialist training
updated **March 2024**



Introduction

Welcome to the guide for developing specialist skills within government. We hope you will use this guide to understand more about specialist skills and direct you to the training you need to develop your career.

Specialist skills are one of the strands of the Government Campus, designed to help you navigate the core curriculum depending on the type of training you are looking for.

There are four types of government profession:

- Operational delivery
- Policy
- Professions linked to government functions – for example, finance and HR
- Specialist professions – for example, tax and legal

You can find out more about professions on our '**Government professions**' page. This guide shows their training offers and where you can access further information should you wish to explore any in more detail. Not all professions are referenced here and that is because not all training offers are currently available. This is a live document and will be updated regularly so keep checking back for updates.

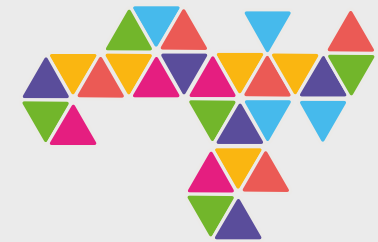
What is a function?

A function is a grouping aligned across government, embedded into departments and arm's length bodies. A function supports improved outcomes across government, defining what needs to be done, and how, for the effective undertaking of work within its scope.



What is a profession?

Government professions develop the capability of a group of people with particular skills, knowledge or expertise. They work across government on behalf of departments, agencies and functions. An individual can belong to more than one government profession but will usually have a core professional anchor.



How do I develop my specialist skills?

The Government Campus works with professions to offer high-quality training to improve specialist skills across the Civil Service. This includes training by the professions for the professions, bringing coherence and alignment across government and awareness level training for non-professionals to develop a broad base of knowledge and skills in the wider Civil Service.

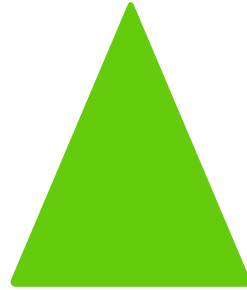
Professions and functions have also developed their own capability frameworks and career pathways, depending on the profession you want to align to, the routes into and through a profession can vary. This document sets out approved learning routes alongside wider profession offers to supplement formal learning.

Further information, including direct links to career pathways, profession standards, capability frameworks and contact details can be found in each section.



What are the different development levels?

Expert Level



Deep specialist

Training will be highly specialist and draw on world-leading expertise and professional bodies. It will be live to current and complex issues within the field and be insight driven. Learners will be regularly applying the knowledge and insights of thought-leaders within their day job and have strong profession specific networks.

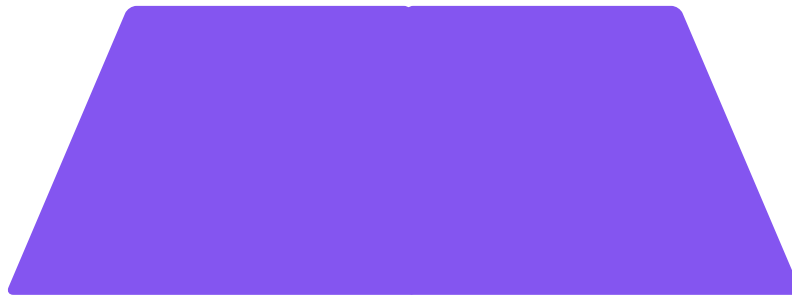
Practitioner Level



Skilled professionals

Training should provide advanced understanding, with multiple frameworks, theories and practical approaches which allow for problems to be examined in complementary and contrasting ways. Training will be aligned to professional bodies and their requirements. Learners will have deeper yet narrower capabilities and will be well-versed in the profession/subject matter with effective networks within the profession.

Working Level



Entry into profession

Training will be aimed at establishing a working level of knowledge, skills and networks. Introducing concepts and frameworks for those beginning their careers within the profession. Training at this level will be aligned to professional bodies.

Awareness Level



Essential capabilities for every civil servant

Training should provide a broad overview, offering a basic awareness of a particular profession or function. It should include practical tips to incorporate into their day job, which will have a much wider range of capabilities to draw on.

Personas

To give you a better flavour of what it is like to work in a profession at a particular level, we have included personas for each level of the pyramid. These cover a small fraction of the roles available within each profession but should give a high level overview of what it is like working in a particular profession.

Professions and functions have also developed their own capability frameworks and career pathways, depending on the profession you want to align to, the routes into and through a profession can vary greatly. This document sets out approved learning routes alongside wider profession offers to supplement formal learning. Further information, including direct links to career pathways, profession standards, capability frameworks and contact details can be found in each section.



How to use this guide

Over the next few pages you'll be able to see what professional training looks like from entry to experienced practitioner, as well as the support available from professions to those outside of the profession but needing core knowledge and understanding. These are shown as pyramids to help you see what skills and knowledge are needed at each level and of these, what are common across professions.

As an individual

If you're thinking about entering a profession or simply want to know more about a profession, you can use this document to help you see what training is available at each level. Use it to help shape conversations with your line manager about your professional and career development.



As a team

You can use this document with colleagues within your profession to help identify any group learning that may benefit you and support your career journeys.



In a department

Profession learning and development leads and departmental Heads of Profession can use this guide to signpost people to the profession they want to understand more about. It can also be used to shape departmental offers by helping them to align to the central profession.



How to use this guide

Select the specialism below to explore what professional training looks like in this space.

Analysis

Commercial

Communications

Counter
Fraud

Digital
and Data

Finance

Grants
management

HR

Internal
Audit

Knowledge and
Information

Occupational
Psychology

Operational
delivery

Policy

Project
delivery

Property

Risk

Science and
engineering

Security

Tax

Analysis

<< all professions

The Government Analysis Function is a diverse community made up of thousands of analysts across government who deliver the evidence and insights that matter for decision-makers and the public. We bring together a broad range of expertise and talent across the Analysis Function and encompass all people or teams that produce analysis, evidence, and research, including members of seven analytical professions and aspiring analysts. These are:

Government Actuary's Department (GAD)

Government Economic Service (GES)

Government Geography Profession

Government Operational Research Service (GORS)

Government Social Research (GSR)

Government Statistical Service (GSS)

Analytical Data Scientists within Government Digital and Data Profession

One of our key strategic objectives is 'ensuring we have skilled people in the right place at the right time.' Our people are central to our future direction as a function and for achieving our mission. We want to attract and retain analytical talent in the Civil Service and support every analyst in all aspects of their career and development.

There are a huge range of opportunities to build an exciting career path in government analysis, and, as a Function, we want to make a real difference to both our existing analysts and the analysts of the future. We are also committed to the development of analytical skills for non-analysts across the Civil Service, generally looking to increase analytical literacy in government.

Visit the Government Analysis Function website here, or **send an email to find out more.**



EXPERT LEVEL



Analysis Function SCS Capability Framework

PRACTITIONER LEVEL



Accreditation is governed through the Analysis Function Professions, often through “badging” at recruitment stage:

Government Actuary’s Department (GAD)

Government Economic Service (GES)

Government Social Research Service (GSR)

Government Operational Research Service (GORS)

Government Statistician Group (GSG)

Government Geography Profession

Data Scientists within the Analysis Function

WORKING LEVEL



Analytical Apprenticeships

Government Economic Service (GES) Apprenticeships:

- **Government Economic Service (GES) Apprenticeship**

Government Statistical Service (GSS) Apprenticeships:

- **Level 4 Data Analyst Apprenticeship**
- **Level 6 Data Science Apprenticeship**

Fast Stream

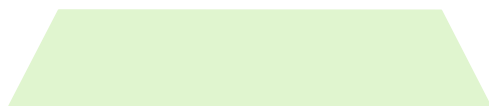
Government Economic Service (GES) Fast Stream

Government Operational Research Service (GORS) Fast Stream

Government Social Research (GSR) Fast Stream

Government Statistical Service (GSS) Fast Stream

AWARENESS LEVEL



Analysis Function – Analytical Learning and Skills Offer for Analysts and non-analysts

<< all professions

The Analysis Function provides a substantial range of technical and wider learning that is relevant to analysts at all levels across government, as well as non-analysts that want to know more about analysis. We also support career planning through our comprehensive Career Framework, and provide example learning pathways across a range of topics. These can be viewed as follows:

[Analysis Function Technical Learning Curriculum](#)

[Analysis Function Career Framework](#)

[Analysis Function Learning Pathways](#)

SCS Development Pack (available on Request at analysis.function@ons.gov.uk)

A range of **Career Stories** are available that give detailed case studies of analysts from across government and their progression.

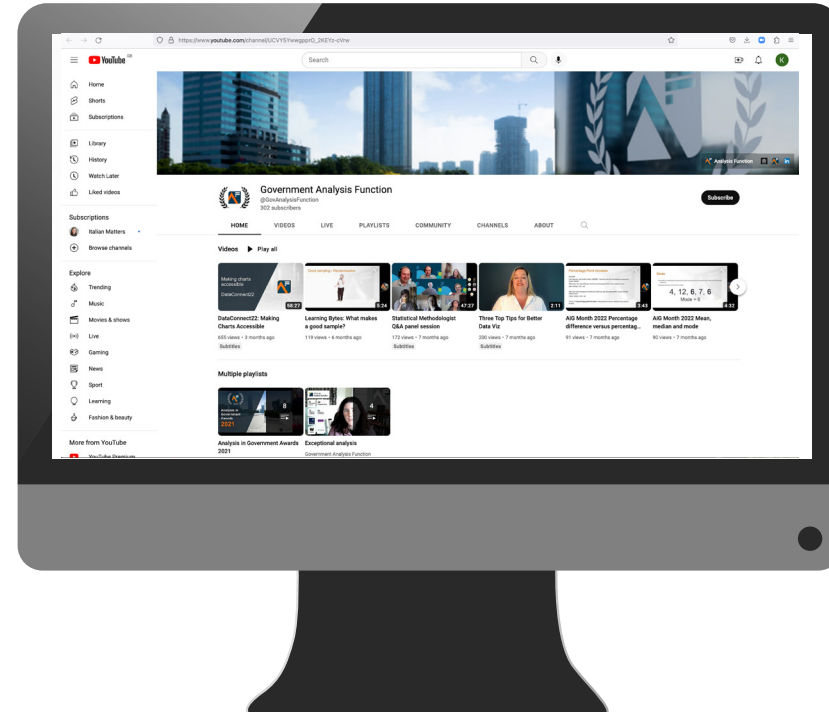
For non-analysts, we recommend accessing these resources in the first instance to get a flavour of analysis:

[Analytical Learning Pathway for non-analysts](#)

[Analysis Function Analytical Literacy](#)

[Introductory videos on Analysis Function YouTube channel](#)

[Data Masterclass for Senior Leaders](#)



Expert level



Alex has been working as Head of Analysis within her department for the past six months at SCS2. She has made a significant impact in reviewing existing strategy and setting out her various teams' priorities for the year ahead. She is pleased to self-assess her progress as level 3 in this area on the Analysis Function Senior Civil Service Capability Framework.

Alex is due to soon participate in a talent conversation, and uses the framework to self-assess against the full range of capabilities required. Using these insights and with the strategy completed, Alex develops a comprehensive workplan and her personal development priorities for the next year.

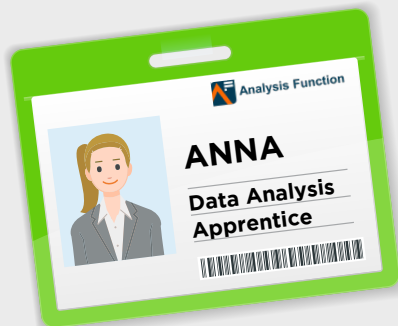
Practitioner level



Mohammed has recently completed a degree in Statistics and achieved a 2:1. He is passionate about Economics and chose a number of related modules during his studies. A friend has recently recommended that he consider a role within the Civil Service, where there is a significant scope for development.

After reviewing the requirements for the Government Economic Service (GES) on the profession's website, he successfully applies for and secures an Assistant Economist role at Higher Executive Officer grade. Having passed accreditation testing during the selection process, he immediately becomes a fully accredited member of GES when he starts his role.

Working level



Anna has recently completed her A-levels, achieving passes in Mathematics, ICT and Chemistry. She enjoyed working with data during her studies, and is keen to gain further qualifications. She feels that developing a career in the civil service alongside her learning would be ideal and that an apprenticeship would suit her needs.

After browsing the various options available to her within the Analysis Function, she applies for, and successfully achieves a place on the Level 4 Data Analyst Apprenticeship programme.

The apprenticeship provides structured learning around a range of core topics, providing Anna with the apprenticeship and level 4 certificates in Data Analysis Tools and Data Analysis Concepts.

Government Commercial Function

<< all professions

The Government Commercial Function (GCF) is a cross-government network procuring and supporting the procurement of goods and services for the government.

The network consisting of:

- Around 4000 civil servants procuring, or supporting the procurement of goods and services for government
- Commercial experts who support departments in managing important commercial contracts and planning for commercial needs.

The GCF aims to improve the commercial capabilities of the Civil Service. This will make significant savings for the taxpayer and deliver improved public services.

The Contract Management Capability Programme (CMCP) is part of the GCF. Around 20,000 contract managers are accredited at Foundation level and the CMCP offers Practitioner and Expert training programmes.

The GCF supports the network to develop the knowledge and skills needed to compete successfully in commercial environments on behalf of government.

If you are interested in finding out more about the skills and knowledge in the GCF network, you may be interested in the **GCF People Standards for the Profession** and the **Commercial Career Framework**.

If you are interested in finding out more about the behaviours and skills associated with the Contract Management Capability Programme, take a look at the **Contract Management Standards**.

Visit the Government Commercial Function website here, or **send an email to find out more**.



Government
Commercial
Function

EXPERT LEVEL



Commercial

GCF Programme for Accredited Senior Commercial Professionals

GCF Development Programme for Senior Commercial Professionals

GCF Programme for Accredited Commercial Leads

GCF Development Programme for Commercial Leads

Chartered Institute for Procurement & Supply (various training courses)

World Commerce & Contracting Association (WorldCC) (various training courses)

Contract Management

Contract Management Capability Programme - Expert level

PRACTITIONER LEVEL



Commercial

As Expert Level

Contract Management

Contract Management Capability Programme – Practitioner level

WORKING LEVEL



Commercial

Chartered Institute for Procurement & Supply (CIPS) (various training courses)

World Commerce & Contracting Association (WorldCC) (various training courses)

Contract Management

Contract Management Capability Programme – Beyond Foundation level

Modules 1-5 for the Contract Management for Senior Responsible/Business Owners

Contract Management Capability Programme - Foundation level

AWARENESS LEVEL



Commercial

Government Campus learning products, including

- Commercial Awareness
- Commercial Cycle 1: setting the direction

- Commercial Cycle 2: shaping your approach
- Commercial Cycle 3: procuring your solution

Government Commercial College (GCC)

The Government Commercial College is managed by the GCF. It has a range of commercial and contract management products available to those at awareness through to expert level. You are required to register to access the GCC.

Email address: GovComCollege@cabinetoffice.gov.uk



Commercial Function

Personas - Expert level

<< all professions

Commercial



Nina is a senior commercial specialist. Nina was accredited at the commercial assessment and development centre (ADC) four years ago. To maintain accreditation Nina is required to complete a number of hours of continuing professional development (CPD). As part of CPD, Nina mentors and coaches commercial colleagues and leads workshops at commercial conferences. Nina completed the programme for accredited senior commercial specialists a year ago.

Contract Management



Muhib oversees the delivery of multiple silver and gold level contracts. He manages a team of contract managers with responsibility for implementing high value services across their allocated region. Muhib is accredited at Foundation level and is now completing the Expert branch of the programme to become accredited at the top level based on his high value, high risk contract portfolio.

These products are suited to someone with responsibility for at least one gold contract or a portfolio of gold and or silver level contracts. Often, their roles will involve leading delivery of large-scale, complex contracts, managing a team of contract managers or acting as Senior Responsible Owner.

Commercial Function

Personas – Practitioner level

<< all professions

Commercial



Rupert is a commercial professional and works in the GCF. Rupert was on the Commercial Fast Stream scheme and completed both CIPS Corporate Award Practitioner and Corporate Award Advance Practitioner qualifications. He was recently assessed at the Commercial Assessment and Development Centre and is an accredited Commercial Lead level.

Contract Management



Alex works in a policy team that looks after multiple bronze level contracts and one silver contract. She provides advice to her commercial colleagues on procurement as well as helps problem solve during contract delivery. Alex is already accredited at Foundation level and is currently enjoying dipping into the Beyond Foundation resource as and when she needs. She's enrolled onto the Practitioner programme in order to develop skills and knowledge to support her involvement in contract management.

This level of product is suited to someone with responsibility for at least one silver level contract or a portfolio of silver and or bronze level contracts. Often, their roles will stretch across multiple disciplines such as policy, legal, operations or HR but they will lead or support others in the management of medium-scale, medium complexity contracts.

Commercial



Adam is working towards the CIPS Diploma in Procurement & Supply qualification which will support his development as a commercial professional. As part of his role in the commercial team, Adam manages 'lunch and learn' sessions on commercial topics for both commercial and non-commercial colleagues.

Contract Management



Christina is a project manager in charge of coordinating a range of contracts. She has achieved her Foundation accreditation and is waiting to begin her Practitioner level training. While she is waiting, Christina has been using the Beyond Foundation product to refresh her knowledge in areas of the contract management lifecycle that she is familiar with but hasn't done for a while as well as boost her knowledge of areas she has never done before.

Ravinder is Senior Responsible Owner for his team's portfolio of contracts. As well as working on his Expert level accreditation, Ravinder has enrolled onto the SRO specific product to equip him with skills that are specific to his role and responsibilities. He completed Module 1 before he was appointed SRO in order to explore the ways of working that will put him in a good position to be successful in this position.



Zahid has just started a new job in finance. Part of his role will require him to work on a couple of contracts with external organisations so he has started the Contract Management Foundation elearning to ensure he has solid understanding of this part of his job. If he wants to, he may decide to consult the Beyond Foundation training to deepen his understanding.

These products are suited to someone whose role involves managing, or supporting others, in the management of relatively small contracts, typically of lower value or transactional in nature. Often, their roles will stretch across multiple disciplines. Alternatively, you may be working in a post that requires specific skill sets or you may be someone who is aspiring to develop their career and these products give you a taste of what will be required at the higher levels.

Commercial Function

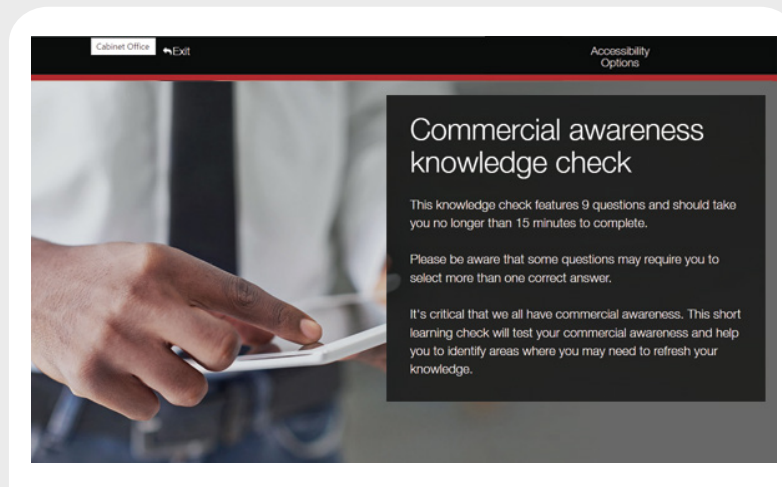
Personas – Awareness level

<< all professions

Commercial



Tom has recently joined a policy team in his department. Part of his role will require him to understand how his policy area interacts with the department's commercial group. Tom is unfamiliar with the commercial activities so he has just completed the Commercial Awareness learning product. This product offered Tom knowledge and understanding of business-related factors. He is now reviewing the training offered in the Commercial Cycle learning products which offer more in-depth learning for staff new to commercial.



Find out more about the
Government Commercial
Function's Career Framework

Communications

<< all professions

The Government Communication Service is the professional body for over 7000 public service communicators working in government departments, agencies and arm's length bodies.

Communication is one of the 4 main levers of government alongside legislation, regulation and taxation.

Government communicators aim to provide an exceptional standard of professional practice to support the government, implementing the priorities of the Prime Minister and the Cabinet to build a stronger economy, a fairer society, a United Kingdom and a global Britain.

Visit the [Government Communication Service website](#) here, or [send an email to find out more](#).

Explore the training through the professions [curriculum](#).



Government
Communication
Service

Communications – profession approved learning

Development levels are labelled slightly differently within the GCS. For reference, the standard proficiency labels are in brackets.

GCS LEADER (EXPERT)



Senior leaders:

- Inspire: G7/G6 Postgraduate Diploma in Strategic Communication Leadership, with **an option to continue to an MSc**

CIPR, CIM, PRCA, **GCS Curriculum grade 6&7**

GCS Advance

GCS EXPERT (PRACTITIONER)



GCS Advance

GCS PRACTITIONER (WORKING)



GCS Advance

Assistant Level 4

Professional bodies:

- Public Relations and Communications Association (PRCA)
- Market Research Society (MRS)

- The Chartered Institute of Public Relations (CIPR)
- Chartered Institute of Marketing (CIM)

GCS curriculum – Working Level

GCS Internship

GCS AWARENESS/APPRENTICE (AWARENESS)



GCS Advance

Induction:

- **A guide for new starters** canon of professional practice available to all (under review)
- **Mandatory “essential” learning** available to all.

- **Modern Communications Operating Model** (MCOM 2.0) sets out the essential skills, capabilities and practices required for an effective public service communications profession and function.

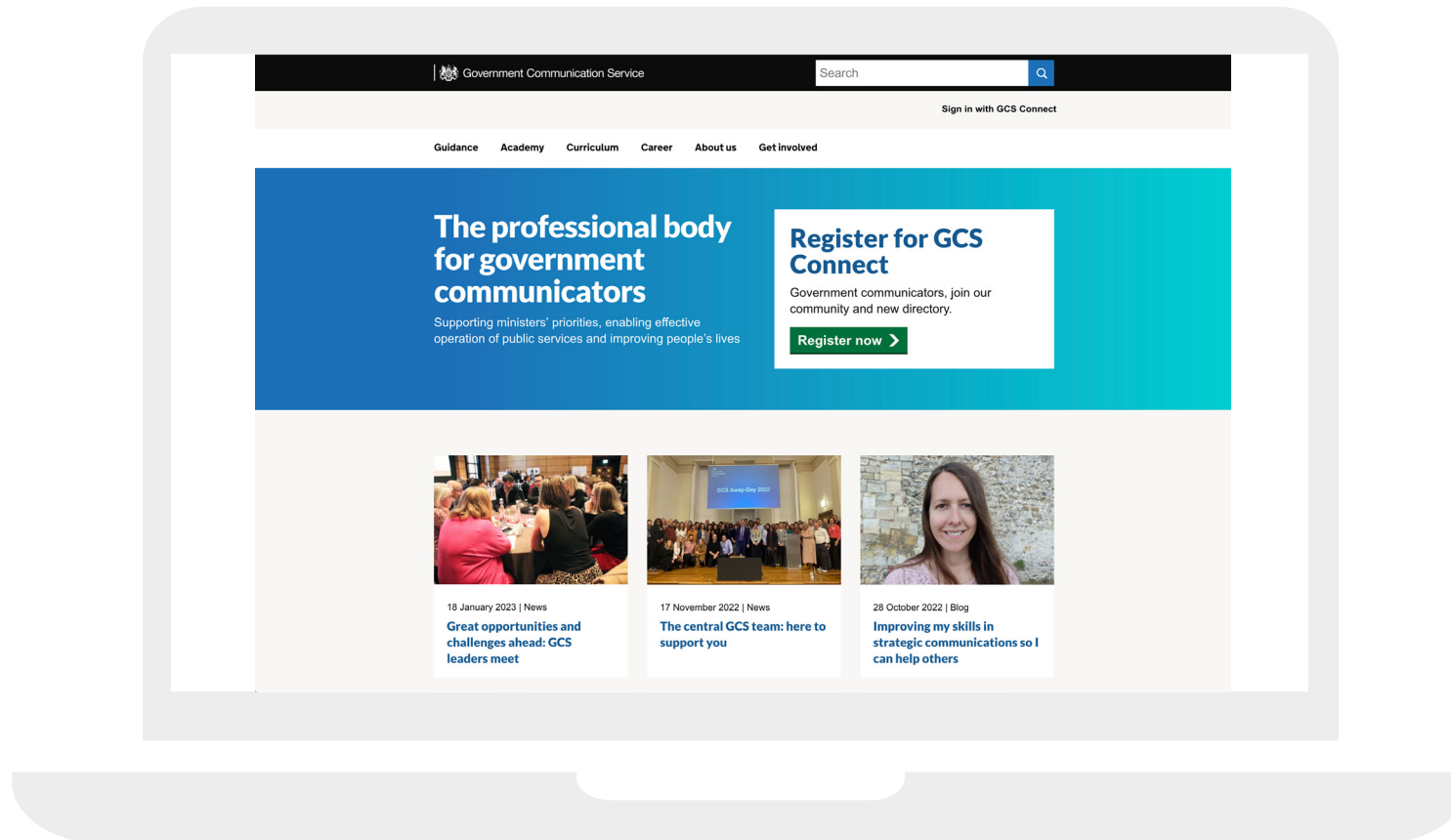
- The **GCS Career Framework** provides guidance on how to develop your career within the Government Communication Service (GCS).

GCS Curriculum

GCS Academy

GCS guidance

The Curriculum includes learning by level; the Academy includes courses and events; and Guidance includes learning by discipline. [All can be found here.](#)



Expert level (GCS Leader)



Head of Internal communications

This person leads the overall communications effort for Directors of Programmes.

They develop and deliver the annual communications plan with a real focus on strategy dissemination and understanding.

They are a proven specialist in internal comms with management responsibilities for a large team.

Practitioner level (GCS Expert)



Senior marketing manager

This person reports to the Head of Marketing and works with the rest of their team to deliver, project manage and evaluate communication plans. This includes taking ownership for the day to day management of delivery partners.

They develop strategic communications plans, identifying objectives, audiences, strategy and implementation plans, and evaluating impact. They may commission the development of content through specialist teams or agencies.

Working level (GCS Practitioner)



Digital Officer

This person has recently joined a government department and is looking to develop their career in digital communications.

They create and update web content on GOV.UK ensuring it is clear and correct. They also deliver engaging social media communications effectively and evaluating digital communications against key objectives.

They have an understanding of the importance of accessibility and how content can be made accessible for all.

Awareness level (GCS Awareness/Apprentice)



Policy Officer

This person supports the development and delivery of policies and strategies. They focus using research to build expertise and an evidence base for recommendations to colleagues, senior officers on policies and decisions.

They communicate and promote projects to senior officers and may assist in communicating expert knowledge to Ministers.

They work closely with the communications teams to provide clear and coherent details of policy initiatives.

Find out more about the Government Communication Service's Career Framework

Counter Fraud

<< all professions

The Government Counter Fraud Profession (GCFP) represents c13,000 across public bodies and departments, the majority are centred in HMRC and DWP. In 2018, the world's first public sector Counter Fraud Profession opened, with approximately 3,000 members from HMRC, DWP and other departments. Since then, membership has expanded to circa 7,000 members, across 69 organisations, beyond central government and includes the NHS, policing and local government.

The GCFP is operated by the Public Sector Fraud Authority. It is a structure for counter fraud professionals across the public sector that come together under a common set of standards. It provides an active community to protect public services and fight economic crime. As part of this active community, members gain recognition and credibility for their specialist skills, have access to the standards, guidance and products to help develop their own career.

The Profession is not just focussed on investigation, but counter fraud leadership, counter bribery and corruption, intelligence, risk and prevention, with more disciplines to be developed. By ensuring that organisations across government know how to effectively prevent and tackle fraud, the GCFP puts the HM Government in a much stronger position to deal with the challenges presented by fraud, bribery and corruption; and enhances the UK's reputation as a global leader in this field.

[Visit the Government Counter Fraud Profession \(GCFP\) website](#), or [send an email to find out more](#).



Government
Counter Fraud
Profession



GCFP ADVANCED PRACTITIONER (EXPERT) LEVEL



GCFP (PRACTITIONER) LEVEL



Investigations – Counter fraud investigator (CFI) Apprenticeship (level 4) Leading small non-complex criminal investigations and a range of civil investigations.

Programme Outline: Topics include the CFI's responsibility to proactively investigate allegations of fraud and make effective, autonomous operational decisions from referral to conclusion to drive their investigations. Conclusion

could mean support of a successful prosecution, levy of penalty (or equivalent) or no further action.

Provided by: [The Institute for Apprenticeships and Technical Education](#)

GCFP FOUNDATION (WORKING) LEVEL



Fraud Risk Assessment Programme – GCFP Fraud Risk Assessment FutureLearn Programme.

Programme Outline: This course provides the opportunity to understand and explain the requirements for undertaking Fraud Risk Assessments (FRAs) in order to meet the Foundation level of the Government Counter Fraud Profession FRA Standards. Participants have the chance to learn about types of economic crime and the

importance of tackling fraud, as well as the opportunity to gain an overview of the legislative framework, the fraud landscape in the UK, the Fraud Risk Management Cycle and the concept of Fraud Risk Assessment

Provided by: The GCFP and accessed via gcfp@cabinetoffice.gov.uk

GCFP ENTRY/TRAINEE LEVEL (AWARENESS) LEVEL



Counter Fraud Leadership Programme (Module 1)

Programme Outline: The aim of this programme is to support learners in developing the skills and knowledge required to lead a Counter Fraud Function.

In particular, it focuses on those tasks and skills required by an organisation to assess Fraud risk; set strategic direction; develop indicators that produce alerts for review; and deliver agreed outcomes.

Provided by: The GCFP and accessed via the gcfp@cabinetoffice.gov.uk

Wider learning offer

Expert level



Typically a specialist who can demonstrate world-leading expertise in an aspect of counter fraud. They will be dealing with current and complex issues within counter fraud and be insight driven. They will be regularly applying the knowledge and insights of thought-leaders and have strong profession specific networks. Normally they will have served for a minimum of five years, having experienced multiple roles within counter fraud.

Practitioner level



Typically a civil, criminal or regulatory fraud investigator working within an investigation team in a government department who may have completed the Counter Fraud Apprenticeship or undertaken organisational learning programme mapped to the GCFP Investigation Standard. Normally will have served for a minimum of two years with ambitions to progress their career in all aspects of counter fraud. In the future they will increasingly be from a broad spectrum of disciplines including counter fraud risk management and data analytics.

Working level



Will typically have undertaken foundation level training mapped to the GCFP standards and performing a role in counter fraud, for example a Fraud Risk Assessor. They will possess a working level of knowledge, skills and developed networks of collaborators. They will introduce multiple concepts and frameworks into their organisations. Normally will have served for a minimum of one years with ambitions to progress their career in all aspects of counter fraud.

Awareness level



Typically working in a counter fraud environment and newly embarked on a related recognised learning programme. On completion they will have a broad overview of counter fraud, often rooted in the relevant GCFP framework. They will have ambitions to progress their career in all aspects of counter fraud.

Government Digital and Data

<< all professions

The Civil Service's **Government Digital and Data** Profession is UK-wide and consists of around 24,000+ civil servants. It is led by the Central Digital and Data Office (CDDO). We put the right conditions in place to achieve the digital transformation of government. Our vision 2025 is to achieve a transformed, more efficient government that provides better outcomes for everyone.

To do this CDDO recognises the importance of ensuring the right pathways, frameworks and learning is in place to ensure the Government Digital and Data profession is able to thrive. In an increasingly challenging external environment, the Civil Service will need to work smarter and faster to deliver great services to the public, and to deliver policies with greater precision and impact. Only through leveraging the power of digital and data can we do that.

The Head of the Government Digital and Data Profession is Megan Lee Devlin (Chief Executive CDDO).

CDDO has responsibility:

- to lead government's Digital and Data Function
- to set the strategic direction for government on Digital and Data

- to set Government Digital and Data Strategy and Standards, like the **Technology Code of Practice**, the **Service Standard** and **Open Standards**
- for cross-government Digital and Data performance and assurance, including **Spend Controls**
- to lead capability development, including the **Government Digital and Data Capability Framework**



Central Digital
& Data Office

The future of the Government Digital and Data Profession

In June 2022 government launched the [Transforming for a Digital Future](#) strategy, our 2025 roadmap for a transformed digital government. Underpinning this strategy, which was built upon collaboration and Permanent Secretary leadership never before seen, are 6 missions and 21 commitments that aim to improve outcomes for all: for our fellow 500,000+ civil servants, and the 67 million+ British citizens we serve.

The 6 missions set out to achieve this vision:

- transformed public services that achieve the right outcomes
- One Login for Government
- better data to power decision making
- secure, efficient and sustainable technology
- digital skills at scale
- a system that unlocks digital transformation

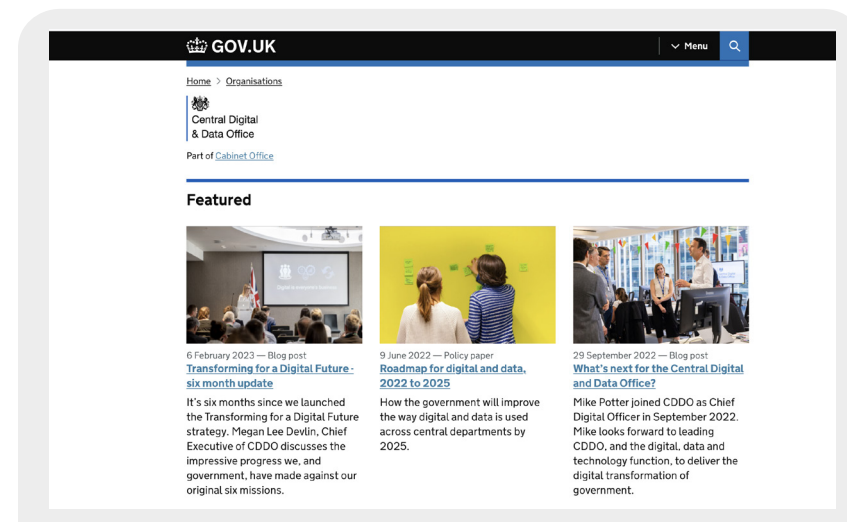
The Government Digital and Data Profession is an area of rapid growth, with the government on track to achieve the targeted 6% of total Civil Service headcount being within the Government Digital and Data Profession. To connect practitioners across government to share best practice, discuss challenges and support each other we have a number of communities of practice which can be found [here](#).

To support the Government Digital and Data Profession, CDDO are working in partnership with Government Digital and Data leads throughout government as part of a long term project to:

- Develop clear career and learning pathways for Government Digital and Data roles
- Review the Government Digital and Data [capability framework](#)

The ever-increasing use of the Government Digital and Data Capability Framework will serve as the foundation for improved skills capture and response. This data will enable identification of skills in demand. CDDO will drive forward accelerated investment in learning, both to develop skills and drive greater retention.

To find out more about the Profession please visit the [CDDO website](#).



Finance

<< all professions

The Government Finance Function (GFF) brings together everyone who works in finance, across every department and every public body. If you work in finance, you are part of the Government Finance Function!

We're a diverse function of over 10,000 people, spread mainly across the UK with three-quarters of us based outside of London. We're not just accountants; the GFF brings together a range of expertise, including strategic business partners, planning, performance, risk and audit professionals to name a few.

We have a common vision: 'We put finance at the heart of decision making. Delivering value for money, strengthening public trust. By keeping to this, we ensure public money is spent efficiently and effectively, and we enable the delivery of high-quality public services.

Our people bring a wealth of varied experience, backgrounds and knowledge. We invest in building and strengthening capability to deliver excellent services, drive high performance and encourage creative and pragmatic solutions that support the business. The [Government Finance Academy](#) provides a cohesive learning and development offer for finance and non-finance staff across the Civil Service.

[Visit the Government Finance Function \(GFF\) website](#) here, or [send an email to find out more](#).



Government
Finance
Function



EXPERT LEVEL



CIMA Accelerated
 CCAB & CIMA qualifications
 CIPFA Business Partnering

Future Finance Leaders Programme
 Technical accounting updates

PRACTITIONER LEVEL



CIMA Accelerated
 Level 7 Finance Apprenticeship
 CCAB & CIMA qualifications

CIPFA Business Partnering
 ICAEW Public Sector Sustainability Programme
 ICAEW Data Analytics Certificate

Finance Forefront Programme
 Technical accounting updates
 SCS Spending Journey

WORKING LEVEL

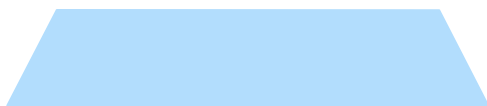


Level 3/4 Finance Apprenticeship
 CCAB & CIMA qualifications
eLearning products
 – Doing the right thing: regularity, propriety and ethics
 – Data Visualisation 101

– Data Visualisation 201: Getting your message across
 – VAT/PAYE e-learning
 – The commercial journey
 – Data quality
 – Governance Assurance and Audit (GAARM)

– Open Book Contract Management
 – Finance Business Partnering 101
 – Forecasting (three modules)
 – Climate essentials and green finance
 Working level products – all hosted on CSL website

AWARENESS LEVEL



Finance skills for all digital products:
 – Finance foundations
 – Understanding and using business cases
 – Awareness of finance in government
 – Working with budgets
 – Working with finance in government

– Finance skills for all
 • financial planning and control (parts 1&2)
 • accruals based accounting (parts 1&2)
 • budget and forecast management
 • strategic business planning
 • investment appraisal

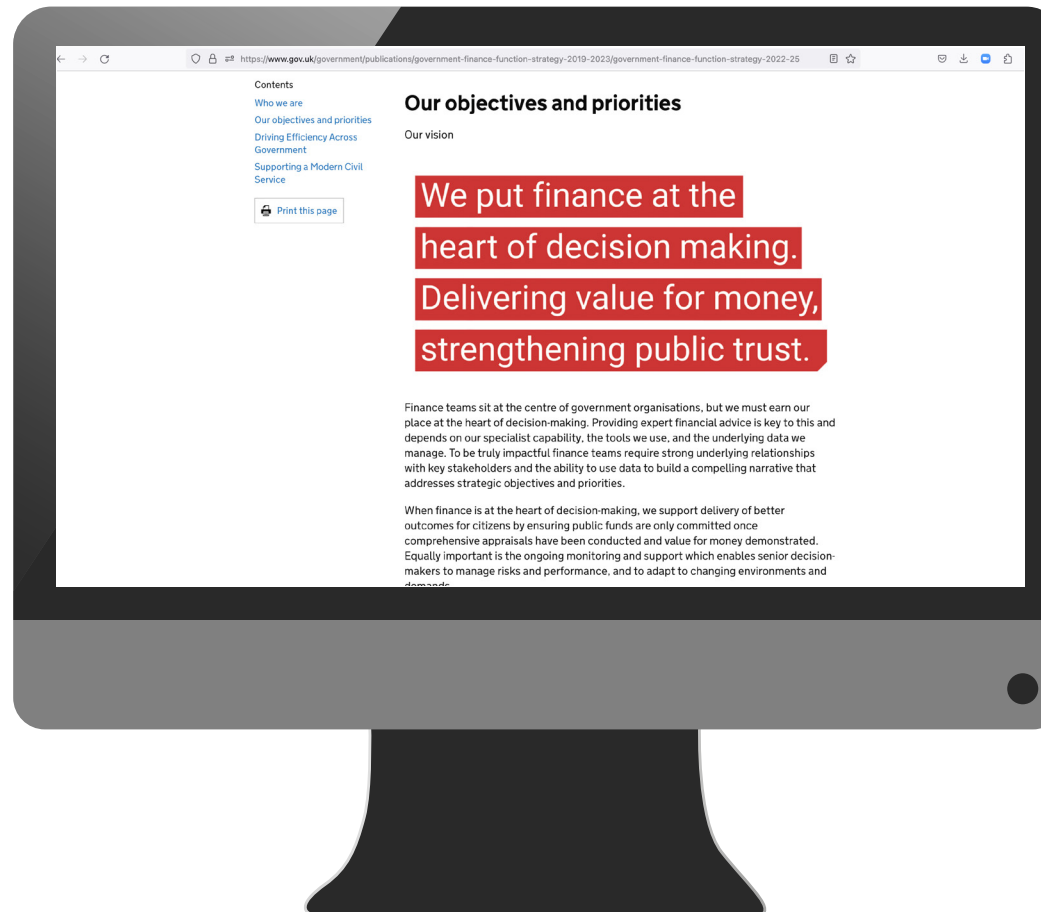
• interpretation of accounts
 • performance indicators
 • market economics
 • corporate finance
 Awareness level products – all hosted on CSL website
 Government Finance Function induction

[Government Finance Academy](#)

[Finance Career Framework](#)

[Government Finance Function careers website](#)

[All GFA e-learns are available on CS Learning Platform](#)



Expert level



G6 FBPs will have responsibility across part of the Department, for financial planning, reporting and advice. They have a good understanding of the business area and focus on complex or high risk issues. They maintain strong relationships with senior and wider stakeholders, bring insight and influence through effective communication, and ensure Finance is considered in strategic, commercial and operational decisions.

Practitioner level



G7 FBPs are business experts with strong interpersonal relationships. They understand the business and are able to translate and present complex financial information clearly. They provide valuable financial advice, challenge and support, strategic insight and business solutions often to Directors and other budget holders. They take on larger or more complex areas and with a focus on business cases.

Working level



SEO FBPs are developing expertise and responsible for building strong relationships and understanding the business within a directorate or possibly supporting a lower risk Director led unit. They aim to communicate financial data and other information clearly and provide valuable financial advice, challenge and support, strategic insight and business solutions.

[Find out more about Finance Business Partnering](#)

[Find out more about The Career Framework](#)

Grants Management

<< all professions

The Government Grants Management Function (GGMF) proactively supports government departments and arm's length bodies to deliver grants more efficiently, effectively, transparently and safely protecting public money from fraud and maximising value for money. The Grants Function has three key strategic objectives:

Improve data quality – Improve data completeness and accuracy throughout the grants lifecycle to provide greater transparency on spend and enable insight-led decisions on future grants expenditure.

Build digital tools – Automation and use of digital tools to increase efficiency and effectiveness of government grants administration.

Build Capability – Build capability across government to ensure grant practitioners always have the right skills to administer grants in compliance with the Grants Functional Standard.

The Grants Function supports grants practitioners in developing the recognised knowledge, skills and behaviours required to effectively design, deliver and manage government grants.

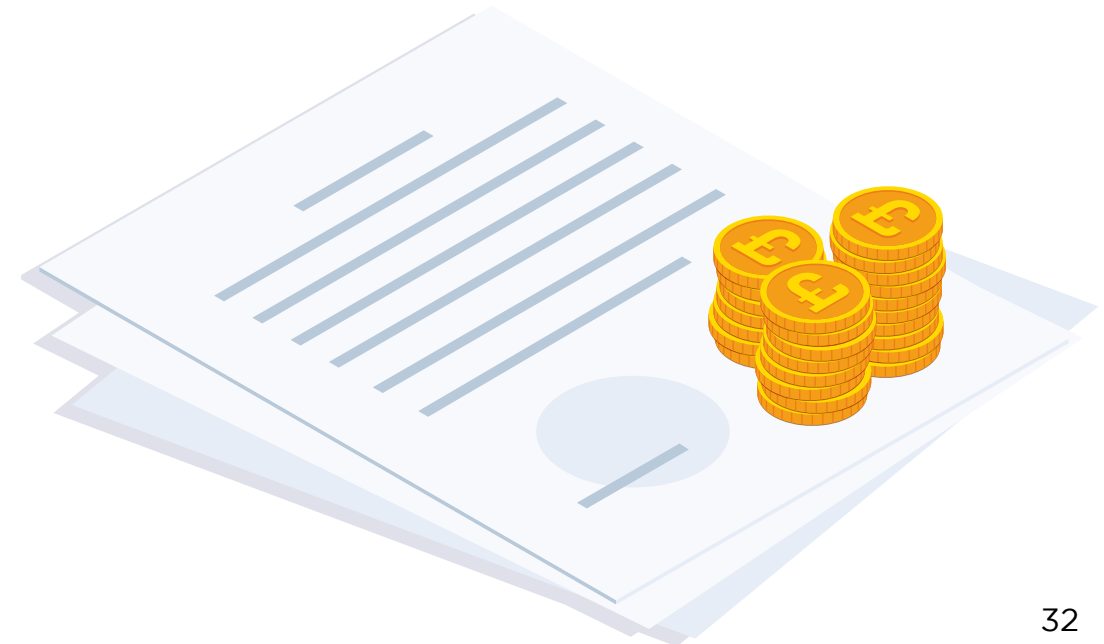
The Grants Awareness Level Training Programme available through the Government Commercial College is recommended to those new to grants and provides an introduction to grant making processes in line with the Grants Functional Standard.

The Grants Centre of Excellence (requires registration/log in) is the virtual front door to GGMFs services and support. The GCOE provides practitioners with expert guidance, information and news, resources, toolkits and information on learning opportunities available. The Grants Licence to Practise programme is offered by GGMF as a comprehensive learning and development programme designed to support learners in building overall capability and achieving accreditation as a grants practitioner. The grants function provides various learner journeys to support practitioners and tailor the capability offer to their needs. The full curriculum can be found on the Grants Centre of Excellence.

Visit the [Government Grants Management Function website](#) here, or [send an email to find out more](#).



Government
Grants Management
Function



EXPERT LEVEL



Detailed knowledge and experience in grant making. Regularly applies this to complex and difficult issues. Uses knowledge and experience to advise and mentor others. Can leverage their network across government and understands dependencies between teams and impact of decisions.

SKILLED LEVEL



Has knowledge and significant experience in grant making. Able to advise. Actively shares lessons learned. Coaches and supervises others. Knows how to use networks to get things done across government.

WORKING LEVEL



The Government Grants Licence to Practise Programme – for those with a good understanding and knowledge of grant making with some demonstrable, practical experience of it. Understands the importance of networks in government.

AWARENESS LEVEL



The Government Grants Awareness Programme – for those with a basic level of knowledge and limited experience in grant management.

Wider learning offer

The [Grants Centre of Excellence \(CoE\)](#) is the window to grants capability, including all information needed to successfully manage government grants. Learners can access all Grants Training and the Grants Licence to Practise Programme through the CoE.

[Email the CoE here.](#)

The **Grants Competency Framework** has been developed to support grant practitioners to develop their knowledge, skills, behaviours and networks in grants. **The Grants Learning and Development Self Assessment Tool** is available to all those working in grants to support their learning and development journey. These learning and development tools can be accessed through the **Grants Centre of Excellence**.

Expert level



Naomi has been working as a Grants Champion within her department for 5 years and prior to that has extensive experience designing, delivering and managing several high value, high risk grants schemes. As a Grants Champion she provides critical advice and development support to grant practitioners and teams across her department, applying her expertise to complex issues. Naomi's regularly draws on broad cross Government networks to ensure effective grants delivery.

Naomi has completed her Licence to Practise and post accreditation she has assessed herself against the Competency Framework using the Grants Learning and Development Self Assessment tool to develop a comprehensive Personal Development Plan. As part of Naomi's Continued Professional Development she mentors grants practitioners across her departments as well as delivering workshops and training to enhance her departments' capability.

This level does not just include Grants Champions. Expert includes all practitioners with extensive experience in grant management, often working in roles that involve advising across the organisation and supporting the capability of others.

Skilled level



Alex is a senior grant manager and has several years experience working in grants management. Alex has been tasked with leading teams to manage several high risk/value grant schemes for her department. Alex has previously completed the grants licence to practise and used the Learning and Development Self Assessment tool to identify her areas of development. She used this to create a PDP to identify development opportunities. She continues her development and CPD by coaching others and organising opportunities to share lessons learnt. She works with a senior mentor and engages in regular networking events and completes additional training to further deepen her knowledge and experience.

Working level



Eugene works as a grants manager and is responsible for the management and delivery of a government general grant. Eugene has 6 months experience working in grants and has built up his understanding over that time. He has completed the Grants Awareness level programme. Eugene assessed himself against the grants competency framework using the Grants L&D self assessment tool and identified several areas he would like to develop. Eugene created a personal development plan and has enrolled on the Grants Licence to Practise to broaden his skills, networks and understanding.

Working level



Darryl has just joined a grants team as a support officer. In his role he supports the grant managers with administration and management of grant schemes. Darryl is new to grants management and his role only partially includes grants, it is not the primary focus of his role. Darryl needs a core understanding of government grants and the key requirements of grant management. Darryl completes the Grants Awareness Level Programme - this will help him build the essential knowledge and understanding required for his role.

Typically this level can include anyone working within grants, even if just a small percentage of their time, it is helpful to have at least an awareness level understanding of core concepts.

HR

<< all professions

As a profession we have a workforce of c.7k and growing. HR have always had a relentless commitment to providing a world-leading approach.

HR roles within the Civil Service (CS) are diverse, challenging and rewarding.

Roles in HR ensure CS has the right talent in the right place; we create world-class learning programmes to serve the public more effectively.

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

[Visit the Government HR Function website](#) here.



STRATEGIC LEVEL (EXPERT)



Chartered Fellow – CIPD

Having chartered fellow, which is a requirement for all our HR SCS colleagues, is a clear sign of an individuals proven strategic abilities, people expertise

and business impact. Individuals are recognised as thought leaders, influencers and expert change agents. You can obtain chartered fellow by upgrading from chartered membership

where appropriate or undergoing the experience assessment route. CSHR are working with CIPD to design and implement alternative routeways.

PRACTITIONER LEVEL



Chartered Membership – CIPD

Having Chartered Membership, which is a requirement for all G6 /7 HR colleagues, is a clear and visible sign of an individuals ability to lead strategic thinking, drive change and create value

for the organisation. You can obtain chartered membership by utilising any of the following – Level 7 HR Apprenticeship, Level 7 qualification, other CIPD accredited programmes.

WORKING LEVEL



Associate Membership – CIPD

Having associate membership, an individual is typically using their professional expertise to deliver short to medium-term value for the organisation and the people in them.

You can obtain level 5 membership by utilising the Apprenticeship route and / or Level 5 qualification.

AWARENESS LEVEL



Foundation Level – CIPD

Having foundation level, an individual is typically using their expertise to undertake tasks that deliver immediate and short-term value for managers, colleagues and / or customers.

You can obtain foundation level CIPD by utilising the Apprenticeship L3 route and or Level 3 qualification.

Wider learning offer

There are other approved accredited programmes that can be utilised from the campus curriculum.

Strategic (Expert) level



These roles are usually HRD / HRDD level – The work will be entirely strategic in thinking and / or delivery and require a significant level of complexity. At this level individuals will positively influence people and attitudes in the people profession, work to ensure that areas/ directorates are fair in their treatment of people, and that diverse voices are heard and represented. They will role-model integrity, making ethical and evidence-based decisions, and influence others to do the same, whilst being committed to your own CPD and the development of the profession as a whole.

Practitioner level



These roles are usually G6 / 7 Level – At this level you will be an experienced people leader. HRBP's usually work at this level. HR business partners play an important role; liaising with many key stakeholders to provide challenge in the development and delivery of business strategy and transformational change. HR business partners are also responsible for providing business insight into the development and delivery of people strategies, enabling improved business outcomes for both now and the future.

Working level



These roles are usually HEO / SEO – Working level means you're delivering an operational impact with increasing complexity. You're using your knowledge to address and react to business needs, and you actively influence the day-to-day people approach in your organisation.

Awareness level



These roles are usually AO / EO – These roles would mean you may have responsibility for managing a small team and deliver front line support to managers and employees. You would handle the day to day queries and provide HR advice, giving guidance that is complaint and process driven.

Internal Audit Profession

<< all professions

The Internal Audit profession in the Civil Service provides objective insight on the controls and management of risks so that central government operates more effectively and efficiently.

Internal auditors help departments improve how they deliver public services and look at the bigger picture, considering the wider government context, as well as looking at an organisation's specific risks and management challenges. Internal audit is mandated and can be delivered in-house, by shared services, or can be outsourced.

Internal auditors provide an independent and objective evaluation of management activities, and are bound by professional standards and a code of ethics. This enables them to give an evidence-based professional opinion on an organisation's effectiveness in relation to governance, risk management and controls. Their work is often referred to as third line assurance, with operational management providing the first line of assurance and internal governance (including subject matter experts) providing the second.

Overall responsibility for internal audit policy in government rests with HM Treasury. The Head of the Internal Audit profession sits in the Government Internal Audit Agency (GIAA) which leads the government internal audit profession and function, and sets and maintains professional standards for central government. GIAA.IAProfession@giaa.gov.uk

As well as assurance activities, internal auditors may operate on a consultancy basis, getting involved in advisory work that supports the design of enhanced governance, risk management and control activities. The scope of such reviews are wide-ranging, from advice on business process re-engineering to support on delivering successful projects and programmes.



EXPERT LEVEL



Membership of a recognised professional audit or accountancy body, such as the Chartered Institute of Internal Auditors UK & Ireland or one of the five CCAB (Consultative Committee of Accountancy Bodies) or CIMA (Chartered Institute of Management Accountants).

Experts will hold the chartered auditor/ CMIIA (Chartered Member of the IIA (UK)/ Chartered Internal Auditor) designation or be a fully qualified accountant.

As a member of a professional audit or accountancy body, continuing professional education/experience (CPE) requirements will need to be met, in accordance with the appropriate CPE policy. Relevant IIA (Chartered Institute of Internal Auditors UK & Ireland OR The (Global) Institute of Internal Auditors)/ CIPFA (Chartered Institute of Public Finance & Accountancy)/CCAB/CIMA resources can be used.

PRACTITIONER LEVEL



Membership of a recognised professional audit or accountancy body, such as the Chartered Institute of Internal Auditors UK & Ireland or one of the five CCAB bodies or CIMA.

Practitioners will hold the chartered auditor/CMIIA designation or be a fully qualified accountant.

As a member of a professional audit or accountancy body, continuing professional education/experience (CPE) requirements will need to be met, in accordance with the appropriate CPE policy. Relevant IIA/CIPFA/CCAB/CIMA resources can be used.

WORKING LEVEL



Membership of a recognised professional audit or accountancy body, such as the Chartered Institute of Internal Auditors UK & Ireland or one of the five CCAB bodies or CIMA. Relevant IIA/CIPFA/CCAB/CIMA resources can be used.

At the Working level, incumbents will either be working towards the chartered auditor/CMIIA designation or an accountancy qualification, or already hold it.

As a member of a professional audit or accountancy body, continuing professional education/experience (CPE) requirements will need to be met, in accordance with the appropriate CPE policy.

There are various routes to becoming chartered/qualified, including:

- Level 7 Internal Audit/CCAB/CIMA apprenticeships;
- The IIA Certified Internal Auditor qualification;
- The IIA Chartered by experience route.

AWARENESS LEVEL



Membership of a recognised professional audit or accountancy body, such as the Chartered Institute of Internal Auditors UK & Ireland or one of the five CCAB bodies or CIMA.

At the Awareness level, incumbents will be working towards the certified internal auditor/CIA designation or an accountancy part-qualification, or already hold it.

There are various routes to becoming certified/part-qualified, including:

- Level 4 Internal Audit/CCAB/CIMA (Accounting Technician) apprenticeships;
- The IIA Internal Audit Practitioner designation;
- The IIA Certificate in Internal Audit and Business Risk

Wider learning offer

Members of the profession can access learning from [IIA UK](#), from CSL, or from accountancy professional bodies.

Expert level



Chris is a Group Chief Internal Auditor. He delivers Internal Audit services to the Accounting Officer for a Government Department. His role has wide-reaching and long-term impacts on governance, risk management, control and assurance arrangements.

He develops and implements an Internal Audit Plan which reflects the priorities of the client. It is his job to secure agreement to the Audit Plan with the Permanent Secretary, Accounting Officers and Audit Committees.

Chris must **engage** effectively with top level stakeholders to support the identification and management of key risks and to promote effective governance, risk management, control and assurance arrangements.

He has responsibility for the direct delivery of robust, evidence-based, independent **assurance opinions** to Accounting Officers and Audit Committees in accordance with the agreed timetables.

Practitioner level



Joanne is an audit and assurance manager. Her role is to deliver Internal Audit services by leading a team of Auditors to deliver assignments according to agreed plans, and these can be high risk or complex audit and assurance assignments.

She is responsible for **allocating and planning** audit and assurance assignments with clients and with the lead Auditor, to deliver the agreed audit plan.

She must also **engage** effectively with stakeholders to support the identification and management of key risks and to promote effective governance, risk management, control and assurance arrangements.

Joanne has responsibility for delivering robust, evidence-based, independent **audit reports** to clients and other **assurance products**

Working level



Amar is a senior auditor. His role requires him to deliver audit and assurance assignments, either individually or leading a small team of Auditors.

He must plan audit and assurance assignments, working collaboratively with the team, including drafting Terms of Reference, testing strategies, fieldwork plans and reporting timetables.

He has responsibility for **engaging** effectively with stakeholders before, during and after audit and assurance assignments, seeking formal agreement to plans and feedback at key stages.

He is required to lead the **delivery** of all aspects of audit and assurance assignments, deliver robust, evidence-based, independent **audit reports** to clients, and deliver other **assurance products** as agreed with clients.

Awareness level



Kim is a trainee/apprentice internal auditor. She has responsibility for delivering audit and assurance assignments under the direction of a Senior Auditor, working individually or as part of a team led by a Senior Auditor.

She is also undertaking a Level 7 Apprenticeship in IA to qualify as an Auditor.

She must **plan** audit and assurance assignments under the direction of a Senior Auditor and when working on an audit as part of a team she plans her own assigned work collaboratively with team members.

Kim **Engages** effectively with stakeholders before, during and after audit and assurance assignments and **delivers** audit assignments in line with quality, time and budget requirements.

She contributes to the delivery of robust, evidence-based, independent **audit reports** to clients.

Find out more about
The Career Framework

Knowledge and Information

<< all professions

The Government Knowledge and Information Management (KIM) profession represents approximately 2,500 civil servants who enable the creation, organisation and exploitation of information and knowledge.

The KIM profession plays a critical role in supporting all Government activity. We are custodians of the government's history. We ensure our departments remain transparent and accountable to Parliament and the public. The profession looks after both paper and digital Government records. As well as ensuring compliance with the Public Records and Data Protection Acts, the profession supports the efficient management of information and knowledge in corporate platforms such as Microsoft365 and G-Suite.

KIM profession roles tend to fall into six job families: Information Architecture; Information Management; Information Rights; Knowledge Management; Library Management; and Records Management.

The profession includes civil servants who have a recognised KIM qualification, or who have professional registration from the Chartered Institute of Library and Information Professionals (CILIP), Information and Records Management Society (IRMS), the Archives and Records Association (ARA) or the British Computer Society (BCS)

[Visit the Government Knowledge and Information Management \(KIM\) website](#) here.



Government Knowledge &
Information Management
Profession



EXPERT LEVEL



Examples of expert level learning for an Information Rights KIM professional include:

- CIPP/E Certified Information Privacy Professional/Europe

- LLM in Information Rights Law and Practice (DP/FOI/EIR) – part time distance learning, Northumbria University
- **Code of Practice** on the discharge of

the obligations of public authorities under the Environmental Information Regulations 2004 (SI 2004 No. 3391)
(Other examples are on the dynamic version of the skills framework)

PRACTITIONER LEVEL



Examples of practitioner level learning for a Librarian professional include:

- **CILIP Metadata and Discovery Group** (MDG)
- CILIP Advanced Copyright Training

- **BIALL Legal Reference Materials Course**
 - Journal of Information Literacy
 - **CILIP Chartership**
- (Other examples are on the dynamic version of the skills framework)

WORKING LEVEL



Examples of working level learning for an Information Management KIM professional include:

- **Foundation Certificate in Information Governance (UK)**

- **The Government Knowledge and Information Management Group in Knowledge Hub**
- **University of Liverpool Diploma/ Certificate in Records and**

Information Management for the Public Sector
(Other examples are on the dynamic version of the skills framework)

AWARENESS LEVEL



Examples of awareness level learning for a Knowledge Management KIM professional include:

- **Gurteen Knowledge**
- **Understanding your skills: The CILIP Professional Knowledge and Skills base**

- **The KM Cookbook: stories and strategies for organisations exploring Knowledge Management Standard ISO 30401**

(Other examples are on the dynamic version of the skills framework)

Wider learning offer

The current static version of the **GKIM Skills Framework**.

Expert level



An expert Information Management Professional is someone who develops, implements and continually reviews and refines an organisation's information governance. Their role might include:

- developing the organisation's Information Governance strategy
- keeping abreast of legislative changes which may impact the organisation, and amending information management practices
- developing appropriate retention and disposal schedules for electronic content

Roles at this level include Head of Knowledge and Information Management, Departmental Records Officer (DRO), and would typically be at G6/7 - SCS 1 grade.

Practitioner level



A practitioner in Information Rights is concerned with the governance and delivery of citizens' and staff access rights as enshrined in the Data Protection and Freedom of Information Acts. They:

- understand and implement KIM best practice for the handling of information captured by these access rights
- produce guidance on meeting subject access and Freedom of Information requests
- oversee and monitor compliance with the legislation

Roles at this level include Knowledge Manager, Records Manager, and would typically be at SEO/HEO grade.



Working level



A working level Librarian is responsible for the selection, acquisition, organisation and management of published information on behalf of their department. Their duties may include:

- responding to internal information enquiries in a timely manner, searching across a variety of catalogues and databases
- management of inter-library loans.
- ensuring that metadata for holdings is present and correct

Roles at this level include Information Officer, Data Protection Officer, and would typically be at EO grade.

Awareness level



Information Architects (IAs) are responsible for the structural design of information environments. An awareness of this may include:

- the principles of Information Architecture.
- understand the importance of file plans and folder structures in creating effective digital environments.
- knowing what automated processes are and that they need to be managed
- Roles at this level include FOI Assistant, Records Assistant and would typically be at AA/AO grade.

For the complete list of job family descriptors and full set of skills, please see the current static version of the GKIM Skills Framework

Occupational Psychology Profession

<< all professions

Occupational psychology (OP) is concerned with the performance of people at work and with how individuals, teams, and organisations behave and function. We apply the science of psychology to improve the working experience for employees and the effectiveness of the organisation. It involves the application of scientific psychological knowledge within and across five work-related areas:

1. Psychological assessment at work.
2. Learning, training, and development.
3. Leadership, engagement, and motivation.
4. Wellbeing at work.
5. Work design, organisational change and development.

We include in our profession anyone who holds a BSc (or equivalent) psychology and intends to complete, is currently undertaking, or who has completed a postgraduate (MSc) qualification in OP (or equivalent titled course). We have over 250 members across all the major government departments and many agencies and arms-length bodies. Our members work in both designated OP posts (i.e. posts that have qualification requirements depending on grade; see our [skills and standards](#)) and posts designated in other professions. Across all our roles, we give decision-makers evidence-based advice and services rooted in OP to improve organisational effectiveness, employment experiences, public policy and the quality of public services across the United Kingdom. There are significant numbers of our profession in the Department for Work & Pensions, Ministry of Justice, Ministry of Defence (including Defence Science & Technology Laboratory), and College of Policing. You can find out more about us on [gov.uk](#), in this [article](#), and [video](#).

The pyramid described below is cumulative, i.e. each level builds on the previous level, and therefore requirements at a previous level are not repeated at a higher level. It is independent of grade in order to apply to members of our profession in both designated and non-designated OP posts. However, for many designated OP posts there will be a linear progression up the pyramid as the person progresses through grades, but it is not always the case. It is possible, for example, to be in a non-designated OP post undertaking a qualification to achieve Chartered status. The pyramid can also be applied to tasks as well as to the role overall. A specific post might require different skill levels for different tasks, e.g. working level knowledge of some areas and practitioner level in other areas. This will be detailed in the job descriptions.



EXPERT LEVEL



- Considerable relevant work experience demonstrating professional application of OP after achieving Chartered status. With at least 10 years' such experience, the individual could be eligible and should consider applying for **Fellow of the British Psychological Society**.
- Continuing professional development in accordance with BPS and HCPC requirements.
- Advanced leadership and service/system-level delivery training and experience.
- Significant experience supervising less experienced members of the OP profession in both formal and informal supervisory roles.
- Role dependent: Advanced-level training in statistics, **psychometric design and use** plus individual assessment tools, research methods, evidence-based practice, supervision, evidence-based practice, coaching, bespoke training relevant to their specialist area of OP.

PRACTITIONER LEVEL



- Chartered Psychologist with the British Psychological Society and Full Member of the Division of Occupational Psychology either through a professional doctorate (e.g. **Birkbeck**), PhD, or **British Psychological Society's Qualification in Occupational Psychology Stage 2**.
- Registered Occupational Psychologist with the **Health & Care Professions Council**.
- Having achieved Chartered status, the individual will have at least two years' (likely more) relevant work experience during the Chartership qualification. Following two years' professional application of OP after achieving Chartered status, the individual is eligible and should consider applying for **Associate Fellow of the British Psychological Society**.
- Continuing professional development in accordance with BPS and HCPC requirements.
- Experience supervising less experienced members of the OP profession in both formal and informal supervisory roles.
- Leadership and team-level delivery training and experience.
- Role dependent & Chartered only: Training to join the Register of Applied Psychology Practice Supervisors to be able to supervise psychologists undertaking the **British Psychological Society's Qualification in Occupational Psychology Stage 2**.
- Role dependent: Mid- to advanced-level training in statistics, **psychometric use** plus individual assessment tools, research methods, evidence-based practice, coaching, bespoke training relevant to their specialist area of OP.
- NB. Members of our profession are unable to call themselves an Occupational Psychologist until they complete the relevant qualification to become registered with the Health & Care Professions Council, because Occupational Psychologist is a legally protected title.

WORKING LEVEL



- Enrolled on **British Psychological Society's Qualification in Occupational Psychology Stage 2** or a professional doctorate (e.g. **Birkbeck**) that leads to both British Psychological Society Chartered status (via Full Membership of the Division of Occupational Psychology) and Health & Care Professions Council Registered status.
- Role dependent: Bespoke training relevant to their role that builds increasing skill level in specific areas of OP. Maintaining breadth of OP in order to meet the requirements to achieve Chartered and Registered status..
- Will have relevant work experience that gives opportunities to apply a breadth of OP tools, techniques, and theories across the OP consultancy cycle. Unlikely to be applying the full consultancy cycle consistently until towards the end of qualification to achieve Chartered and Registered status.

AWARENESS LEVEL



- MSc Occupational Psychology (or equivalent titled course) approved as Stage 1 by the **British Psychological Society**.
- Graduate Member of the British Psychological Society.
- Role dependent: Bespoke training relevant to their role and/ or emerging interest areas in OP, could include **psychometric use**.
- Likely to have some work experience (not necessarily relevant to OP) in any sector and size of organisation, which gives an awareness of what working in an organisation is like.

Wider learning offer

Find out more about the Government Occupational Psychology Profession on our [gov.uk](#) pages

NB these personas are only from designated occupational psychology posts. We will develop more personas reflecting colleagues' roles in non-designated posts.

HEO Work Psychologist



I am part of our national DWP Work Psychology Service. My role involves working (i) directly with Jobcentre customers with health and disability circumstances and (ii) directly with our colleagues and service functions that support those same customers.

In a typical week I will be working with customers that have consented to one-to-one employment assessment or group-based sessions in a Jobcentre to help them progress towards work. This usually involves the use of approaches and psychometrics that I am trained and qualified to use. I could also be leading a multi-disciplinary case conference meeting with operational staff to support customers moving towards work.

Additionally, I may be designing, delivering and evaluating workshops and digital broadcasts to enhance the knowledge and skills our colleagues have to support customers moving towards work. As part of continuing professional development, I also keep myself up to date with latest research and topics in line with their practice and sharing this across the psychologist community.

NB these personas are only from designated occupational psychology posts. We will develop more personas reflecting colleagues' roles in non-designated posts.

SEO Senior Psychologist in DWP HR

I am a Senior Psychologist in DWP's Leadership Capability Team, the main purpose of which is to develop leaders across DWP to coach, inspire and empower their people to deliver.

I work in the Leadership Occupational Psychology function of the team using my knowledge and skillset as an Occupational Psychologist to ensure an evidence-based approach to implementation of the department's coaching strategy and to provide expert opinion as required on leadership and line management related matters.

My role includes: carrying out both qualitative and quantitative research to inform cutting edge approaches to leadership development; developing approaches to evaluate leadership and coaching interventions; conducting evaluation of current leadership offers to demonstrate impact and inform subsequent interventions; and as an accredited practitioner in the Hogans Assessments and EQ.i.2.0 psychometrics, I conduct feedback sessions with participants in the department's Leaders Like You talent scheme designed to accelerate the progression of colleagues from diverse backgrounds into senior leadership roles.

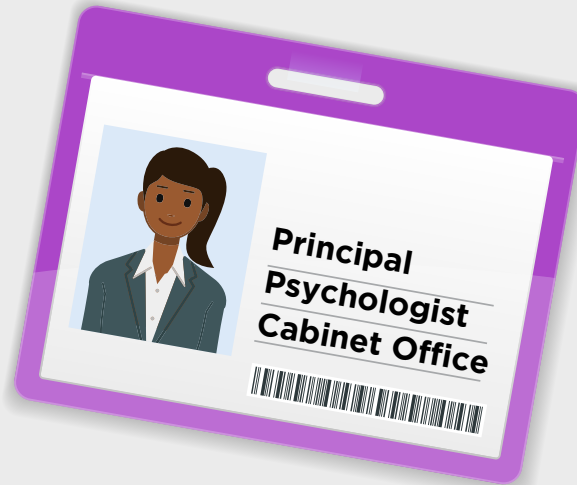


I also lead on building the capability of my team as the centre of expertise for leadership in using evidence and carrying out appropriate evaluation, and have line management responsibility for two HEO's in the team.

I work in partnership with academic institutions and key stakeholders to meet current and future business needs. As part of my continuous professional development, I am considering accreditation in further psychometrics to support my ongoing requirements for the BPS Test Users Certification, as well as a professional coaching qualification that provides accreditation with the International Coaching Federation (one of the main professional coaching bodies).

NB these personas are only from designated occupational psychology posts. We will develop more personas reflecting colleagues' roles in non-designated posts.

G7 Principal Psychologist in Cabinet Office



I am a Principal Psychologist in the Cabinet Office. I joined the Civil Service two years ago and this is my first public sector role. I am a Chartered Psychologist and Registered Occupational Psychologist with 9 years' experience working in the private sector before joining the Civil Service. I am responsible for designing and developing a range of psychometrics tests that can be used for recruitment and selection across the Civil Service. I work closely with colleagues from a range of other areas such as Commercial, the Government People Function and Government Digital Service to ensure tests are fair, valid and accessible to all potential job applicants. I have line management responsibility for two Senior Occupational Psychologists.

NB these personas are only from designated occupational psychology posts. We will develop more personas reflecting colleagues' roles in non-designated posts.

HEO Higher Psychologist in MOJ

I am a Higher Psychologist in the MoJ Occupational Psychology Services. The team supports the MoJ and its associated agencies to recruit talent using evidence-based and innovative selection methods. I have a MSc in Occupational psychology, and some relevant work experience, but have not worked in an occupational psychology role previously. Whilst being developed and supported to develop my skills as a practitioner by senior psychologists



in the team, I am also given time and support to complete the Qualification in Occupational Psychology (Stage 2).

As a Higher Psychologist, I support the Senior Psychologists to deliver a range of different projects for different clients. I am usually responsible for supporting one main project, which could be designing a volume recruitment solution, but will also provide support to other members of the team with their projects. This could be supporting with research (e.g., social mobility, artificial intelligence, wellbeing), designing and piloting exercises (sift tools, role plays, written exercises, etc.) or evaluating assessment methods and outcomes. In addition, I will complete projects across the core areas of OP as part of my qualification, which may be carried out within the OPS team, or supporting other teams/areas of the business. I also work closely with colleagues from other areas of the Resourcing, Selection and Onboarding team in MoJ, as well as with our shared services provider who manages the applicant tracking system and online assessment centre platform which hosts our volume assessments.

NB these personas are only from designated occupational psychology posts. We will develop more personas reflecting colleagues' roles in non-designated posts.

SEO Senior Psychologist in MOD/Army Personnel Research & Consultancy team

I am both Chartered and Registered and work as part of a team of Occupational Psychologists in the Directorate of Personnel in Army HQ. I am involved in developing, managing and delivering psychological research, advice and consultancy to support evidence-based decisions in Army personnel policy and activities; to ultimately enhance personal performance and organisational effectiveness.

The team's advice and consultancy span all aspects of occupational psychology related to military personnel, including:

- Personnel selection and assessment;
- Performance appraisal and career development, and training;
- Employee relations and motivation;
- Organisational development and change; and
- Individual and team development.

As a senior psychologist within the team, I act as a project lead, or independent researcher, managing resources, conducting and assuring research



activities (both quantitative and qualitative methods and analysis). I undertake my work in accordance with key professional and ethical frameworks. I am also a member of a Scientific Assessment Committee, advising and reviewing research protocols, ensuring these are of the highest ethical standards.

I collate, advise and exploit human science research findings, assessing and conducting relevant national and international Defence (e.g. NATO) and academic research, to support Army personnel practice, policy development and evaluation. I support stakeholders to embed and operationalise findings. My research with NATO task groups have been published. I promote occupational psychology and research by presenting at national and international conferences.

Operational delivery

<< all professions

Operational Delivery Profession (ODP) is the largest profession in government and ODP members are often the public face of public service. Working in ODP you can do a huge range of jobs from a Job Centre Manager to a Data Analyst. ODP is inclusive, flexible, modern and connected, sitting at the heart of public service delivery.

ODP has worked closely with departments to make sure that the learning is suitable across all job roles, grades and departments.

Visit the [Government Operational Delivery Profession website](#) here, or [send an email to find out more](#).



EXPERT LEVEL



Apprenticeship:

- Level 7 Senior leader degree

Qualifications (CMI):

- Level 7 Strategic management and leadership practice
- Level 8 Strategic Direction and Leadership (SCS PB2)

Bespoke offering:

- OpDel Excel Deputy Director
- OpDel Excel Director

PRACTITIONER LEVEL



Apprenticeships:

- Level 5 Operations Manager
- Level 6 Chartered Manager

Qualifications (CMI):

- Level 5 Management and leadership
- Level 6 Professional management and leadership practice

WORKING LEVEL



Apprenticeships:

- Level 3
 - Customer service
 - Operational delivery
 - Team Leader
 - Business Administrator

- Level 4

- Intelligence Analyst
- Associate Project Manager
- Counter Fraud Investigator
- Business Improvement Practitioner
- Employability Practitioner
- Regulatory Compliance

Qualifications (C&G) :

- Level 3
 - Debt management
 - Operational delivery
 - Managing the delivery of services to customers

AWARENESS LEVEL



Level 2 Customer Service Apprenticeship

Level 2 C&G Operational Delivery qualification

We are currently developing a new professional skills framework for the Operational Delivery Profession and once ready, we will update the pyramid in line with this.

Introduction

The Civil Service Policy Profession is UK-wide and consists of around 33,000 civil servants, whose aim is to develop and deliver public policy for ministers and citizens. There are also public servants from a wide range of professions (including economists, lawyers, finance) who engage in the policy making process and identify as policy makers in addition to their primary profession.

Policy professionals' work centres around three activities - developing and improving government strategies, supporting democratic governance and overseeing delivery. These activities are outlined by the three pillars of the **Policy Professional Standards framework**. Policy professionals may often specialise in a specific area, such as environment or foreign policy.

The Policy Profession Unit (PPU) is a central unit that supports the UK Civil Service Policy Profession to build the capability of individual policy makers and improve policy making systems across government.

The unit does this through a wide-ranging offer, including:

- **profession standards**
- **support for career pathways**
- **knowledge sharing events**
- **accredited qualifications**
- **policy apprenticeships**
- improving policy systems

To find out more about the profession and our **learning offer** and to connect with other policy professionals, please visit the **Policy Profession website**.



The future of the Policy Profession

The Policy Profession is building from a community of practice to a fully established profession. Our aim is to raise the floor on core universal skills and raise the ceiling on professional capability for policy professionals across the Civil Service by setting out clear, assessed expectations at all career levels supported by learning programmes and career frameworks. Ultimately, this work seeks to improve policy design and delivery for the benefit of UK citizens, as well as increase the credibility of the Policy Profession outside the Civil Service.

We know that policy professionals across the UK want clear career paths in policy and structured professional training across the Policy Profession Standards.

A Policy Profession Career Framework is available on [our website](#) to collectively deliver our vision for the future of the Policy Profession.

The framework provides visibility into core policy roles: it explains the specialist areas in policy and a career matrix with key responsibilities and skills needed, so that individuals outside the profession have a clear picture of what progression looks like.

Existing policy professionals can see where they sit in the profession, as well as opportunities available to develop breadth and depth of experience.

The Policy Profession Unit is working in partnership with teams across government, learning practitioners and our users to collectively deliver. If you are interested in being involved, please sign up to the Policy Profession website where we regularly post opportunities to get involved.



Speaking with policy professionals at Civil Service Live in 2022.

EXPERT LEVEL



Usually SCS

- Executive Master of Public Policy with London School of Economics
- Fellowships with external bodies

PRACTITIONER LEVEL



Usually Grade 6/7

- King's College London Post Graduate Certificate/Diploma
- Individual King's College London modules
- Policy to delivery course – in pilot phase

DEVELOPING LEVEL



What policy professionals need to know before their first Grade 7 role

- Level 4 policy officer apprenticeship
- Level 1 learning against the Policy Profession standards

FOUNDATION LEVEL



What everyone needs to know about delivering government objectives

- Policy 101 – in development (working title).
- Policy Profession induction – in development

EXPERT LEVEL



Usually SCS

- Leaders Teaching Leaders, knowledge sharing events
- SCS Academic Masterclasses

PRACTITIONER LEVEL



Usually Grade 6/7

- Knowledge Series events and videos
- Policy Reunions and Histories
- Departmental policy schools
- Mentoring opportunities

DEVELOPING LEVEL



What policy professionals need to know before their first Grade 7 role

- Fast Stream Policy Basecamp
- Departmental policy basecamps
- Improving Outcomes (EDI seminars)
- Regional induction offer – in development

FOUNDATION LEVEL



What everyone needs to know about delivering government objectives

- Community events – policy festival and Civil Service Live

Expert level



Amanda leads policy teams to deliver ministerial ambition, focusing on long-term strategic decision making. Her role involves managing stakeholders, leading strategic approach and driving departmental agendas:

- Providing oversight and leading the way in use of analysis.
- Managing complex end-to-end policy innovation and implementing new strategies.
- Working with parliament on primary and secondary legislation, advising and briefing ministers.

Practitioner level



Lucia joined the Civil Service after working as a team leader at a charity. She has a MSc in Public Policy. She currently oversees two teams who advise and support.

- Managing teams responsible for collecting and presenting data for evidence-based policy
- Overseeing the drafting of internal and external guidance
- Taking legislation through parliament.
- Developing a comprehensive communication strategy and building strong relationships with stakeholders.

Developing level



Adam is as a Policy Adviser. He is responsible for specific tasks in the team to support his team leader deliver a wide range of policy objectives. His role includes:

- Carrying out research, including using historical data to support the development and implementation of policy
- Writing/contributing to briefs and submissions for ministers and senior.
- Leading on internal/external stakeholder engagements
- He is considering going on the L4 Policy Apprenticeship Scheme to build breadth of experience and knowledge of policy making.

Awareness level



James is new to the Civil Service having joined from a private organisation. His role involves supporting the team to deliver a policy change:

- Collating and summarising data from research
- Supporting strategic stakeholder management
- Providing secretariat/administrative support
- Updating policy guidance

Project delivery

<< all professions

The Infrastructure and Projects Authority (IPA) leads the government Project Delivery function and profession.

Our purpose is to drive continuous improvement in how government delivers projects, focusing on people, principles and performance.

There are around 26,500 civil servants in project delivery functions across departments and arms length bodies; of these, around 16,000 see themselves as Project Delivery professionals.

Around two-thirds of the profession work outside London & SE.

Our Government Projects Academy provides a single virtual location for professional standards, accreditation and training for Project Delivery professionals.

Visit the Government Infrastructure and Projects Authority website [here](#), or [send an email to find out more](#).



Government
Project Delivery
Profession

Project delivery – profession approved learning

<< all professions

EXPERT LEVEL



Project Leadership Programme (for more information email plp@ipa.gov.uk)

Major Projects Leadership Academy (For SRO's and PD' s of GMPP Projects) for further information email mpla@ipa.gov.uk)

SRO Fundamentals (for more information email SROF@sbs.ox.ac.uk)

Transformation for Senior Leaders (for more information email transformation@ipa.gov.uk)

Transforming Infrastructure Performance (TIP) Learning Programme

PRACTITIONER LEVEL



SRO Fundamentals (for more information email SROF@sbs.ox.ac.uk)

Transformation for Senior Leaders (for more information email transformation@ipa.gov.uk)

Transforming Infrastructure Performance (for more information email projectsacademy@ipa.gov.uk) – **Coming Soon**

APM Project Management Qualification PRINCE2 Practitioner

Managing Successful Programmes Practitioner

Management of Portfolios Practitioner Level 6 Project Management Degree Apprenticeship

APMG Agile Project Manager Practitioner

Management of Risk Practitioner

APMG Better Business Cases Practitioner

APMG Project Planning and Control Practitioner

APMG Managing Benefits Practitioner

APMG Change Management Practitioner

Portfolio, Programme and Project Offices (P3O) Practitioner

Managing Projects and Leading Workstreams

Delivering Transformation in Government

WORKING LEVEL



APM Project Fundamentals Qualification PRINCE2 Foundation

Managing Successful Programmes Foundation

Management of Portfolios Foundation

Level 4 Project Management Apprenticeship

APMG Agile Project Management Foundation

Management of Risk Foundation

APMG Better Business Cases Foundation

APMG Project Planning and Control Foundation

APMG Managing Benefits Foundation

APMG Change Management Foundation

Portfolio, Programme and Project Offices (P3O) Foundation

Developing deliverable policy

AWARENESS LEVEL



Project Delivery 101

Project Management for non-Project Managers

Wider learning offer

The project delivery learning offer can be accessed through the [Government Campus Prospectus Online](#). Civil Servants wishing to access information on our accreditation scheme can visit the [Government Project Delivery Hub](#).

Personas



There is a wide variety of roles within the project delivery profession at all levels. To find out more information about the roles in the project delivery profession please visit the [Project Delivery Capability Framework](#) (PDCF).

The Project Delivery Capability Framework describes the job roles, capabilities and learning for project delivery professionals across Government.

Property

The **Government Property Function** manages the biggest, most diverse property estate in the country. It operates across departments, delivery organisations and agencies, on an estate comprising more than 140,000 properties with a combined value of more than £180bn.

The Profession is a network of over 7,000 members, who lead all property-related activities for the Government. The **Government Property Strategy** sets out the ambitions for the Function in three main missions: transforming places and services; creating a smaller, better, and greener estate; and delivering with professional excellence and insight.

Supporting members of our Profession is the Government School of Property, which is a bespoke learning and development offer exclusively for members of the Property Profession. Members are provided with a range of learning options – through a dedicated **Property Curriculum** – aligned to the Technical Skills on our **Career Framework**.

This includes supported **learning solutions** with the Royal Institution of Chartered Surveyors (RICS) and the Institute of Workplace and Facilities Management (IWFM). It's important that we have professionals from a range of areas to support the different roles in the profession.



EXPERT (Senior Leader (SCS) / Senior Practitioner (G6/7)) LEVEL



RICS Professional Development Package
Sustainability Masterclass Webinar series

Government Property Leadership Programme PGcert (G7-SCS1)

Supported cross gov accreditation cohorts:

- Senior Professional to MRICS
- Professional Competence to CIWFM
- Chartered Fellowship pathway for FCIQB

- Chartered Environmentalist and MIEMA application for Senior Practitioners and Leaders in Sustainability
- Senior Accreditation Programme
- Government Property Leadership Programme

PRACTITIONER (HEO/SEO) LEVEL



GPP events including Gov Property Month

Effective Property Management (IWFM)

The Effective FM Professional (IWFM)

Managing Building Services (IWFM)

Facilities Management Strategy (IWFM)

Leading with Environmental Sustainability (IEMA)

Level 6/Level 7 RICS Chartered Surveyor Apprenticeship (HEO – G6)

Level 3/Level 4/Level 6 IWFM FM Apprenticeship (HEO / SEO / G7-G6)

RICS Professional Qualification Support Package (PQSP)

WORKING (Foundation Practitioner (AA/AO/EO)) LEVEL



An introduction to Sustainability in the Built Environment (UKGBC, use code 'Government Property')

Carbon Literacy (Carbon Literacy Trust)

Delivering Effective Maintenance (funded locally)

Government Property Fast Stream (HEO-G7)

Improving Customer Experience (IWFM)

Level 3 RICS Surveying Technician (AO, EO)

Level 2 IWFM FM Apprenticeship (AO, EO)

RICS Professional Development Package Lite

AWARENESS LEVEL



Property Function induction

Understanding Property (RICS)

Property – wider learning offer

<< all professions

The Property Profession's **Learning and Development curriculum** can be viewed [here](#).

Once you have established your job family in the **Government Property Career Framework**, explore the training available in the **Government School of Property**, and the **Learning and Development Curriculum**. We have also produced an **Accreditation Guide** to help you find the most suitable accreditation route for you.

Visit the **Government Property Function website**, or **email the Profession Team** to find out more.



Photos, from left to right: Property Fast Streamer addressing the Government Property Conference; Government Hub, 23 Stephenson Street, Birmingham; 10 South Colonnade, Canary Wharf, London; Super Courtroom, Manchester Crown Court

Expert level

Operating at Senior Leader or Senior Practitioner level, you will be professionally accredited and responsible for a large estate or property/FM/technical service. You will be providing advice and support to others in your business unit, and representing your field in cross-government forums.



Government Property Profession Career Framework – Technical Specialisms & Assurance Job Family

Laura is a Programmes Director, who has been in the role for less than six months. Laura has 20 years' experience in property, most recently managing construction projects in the private sector. While extensively experienced and FCIOB accredited, she is new to the Civil Service. She has found managing her department's property programme, which is included within the Government Major Projects Portfolio (GMPP), challenging in this Civil Service context.

Learning Required/Career Aspirations

To enhance stakeholder engagement skills at this level and better understand project delivery in the Civil Service

Recommendation

To identify a suitable mentor in property with experience at this level to assist with further development of understanding and build confidence. Laura should also use the tools and learning offered by the Project Delivery Profession through the Government Projects Academy including the PDCE; accreditation; and the PD learning curriculum including the project leadership programme – MPLA – for those leading GMPP projects.

Practitioner level

Our core workforce. You will be responsible for delivering core property, facilities or technical services. You are likely to have responsibility for a team of operatives, commercial or contract management responsibility, and/or be offering advice to other parts of your organisation on your specialism.



Government Property Profession Career Framework – Technical Specialisms & Assurance Job Family

Kieran is a degree qualified Chartered Quantity Surveyor with MRICS accreditation and ten years' experience in cost management. He is known for his commercial skills and diligent approach, and is often sought out by colleagues to support negotiations. Passionate about property and already managing his team, Kieran would like the opportunity to apply his knowledge in a senior leader role with more strategic oversight of projects and programmes. During development conversations his director has suggested building his leadership capability to assist with this progression, as well as expanding his experience across the property lifecycle.

Learning Required/Career Aspirations

Experienced in subject matter and current level, Kieran would like to progress into a Senior Leader Property Role such as Programmes Director

Recommendation

The Government Property Leadership (GPL) Programme is for those in Property G6 or SCS1 roles and addresses the requirement to build excellent property leadership capacity and is targeted for senior managers with ability and aspirations to move into a leadership position.

Working level

You are responsible for core service delivery. You are the face of the estate and/or property service delivery, and make a real difference day-to-day.



Government Property Profession Career Framework – Strategic Asset Management Job Family

Naz has been a Property Portfolio Manager for three years, and prior to this was a Property Inspector for two years. Feeling experienced and knowledgeable in Property Portfolio Management, she would like to further develop her environmental sustainability knowledge as she is considering a move into this area. Naz has recently obtained her AssocRICS accreditation and begun to work towards her MRICS.

Learning Required/Career Aspirations

To explore moving into an property sustainability role.

Recommendation

To continue working towards MRICS accreditation and focus on building sustainability knowledge through Government School of Property GPP Core Training & Events.

Awareness level

You have just joined the profession in a junior role, or you are part of the function supporting those in core property roles. You are looking to upskill in the complex world of property.



Jamal has just begun his role as a Facilities Coordinator which is his first property role. Previously, Jamal was an administrative assistant at a private sector construction company for two years where he developed an interest in Property. Jamal has excellent customer service skills and is experienced in delivering office support, however would like to learn more about facilities management and consider a qualification.

Learning Required/Career Aspirations

To increase knowledge and understanding of the current role.

Recommendation

Introduction to FM course by IWFM, providing an introduction to FM for those new to the profession. Jamal should also consider the IWFM Level 2 Facilities Service Principles Apprenticeship.

Government Risk Profession

<< all professions

The Government Risk Profession was formally established in 2022 and is working to bring improvement through the **Risk Management Strategy and Delivery Plan** and beyond. We all manage risk at different levels so need to ensure that effective risk management is part of the way we operate, so that we are taking good risks in pursuit of opportunity. Risk management enables organisations to identify, assess and understand their overall risk profile, so that those risks can then be appropriately controlled. Effective risk management is an important aspect of success within public bodies.

There are a diverse number of challenging and exciting roles available within the risk profession across Government. Risk Management roles vary, but typical responsibilities include creating risk assessments, designing, and implementing risk management processes, carrying out assurance work, and quantifying risk appetite, i.e. the level of risk a public body is prepared to accept in

pursuing its objectives. There are currently more than 900 risk professionals working across government. Senior risk management roles in government include, Head of Risk and Chief Risk Officer, who play an important part in advising senior boards on their overall risk management approach.

The Government Risk Profession is supported by the Risk Centre of Excellence (CoE), which is led by the Head of the Government Risk profession. You can contact the COE at riskcoe@hmtreasury.gov.uk and can find additional information on the **Government Risk Profession pages at One Finance**.



EXPERT LEVEL



- **Heads of Risk Leadership Masterclass:** bespoke leadership training for Heads of Risk and other senior officials with second line responsibility in their organisations. For further information, contact RiskCoE@hmtreasury.gov.uk
- **Institute of Risk Management Diploma in Enterprise Risk Management**
- Risk Improvement Group Online Webinars: Teach-ins and reflective practice to help build and strengthen risk teams with the right skills and experience to deliver objectives.

PRACTITIONER LEVEL



The Government Risk Profession Accreditation, which includes the completion of the following learning:

- **Institute of Risk Management Certificate in Enterprise Risk Management**
- **Influencing and Persuading Workshop**
- **Future – Engage – Deliver: One Day Leadership Masterclass**

For further information on the accreditation, see [One Finance](#).

- Risk Improvement Group Online Webinars: Teach ins and reflective practice to help drive continuous improvement.

- Risk management modules in Civil Service induction programmes: New Ministers and New Accounting Officers
- SCS Effective Risk Culture Leadership for non-risk professionals (launching 2024 on CSL)

L&D opportunities for Government Accredited Risk Managers, including:

- Hot Topics: Understanding Personal Effectiveness.
- Government Risk Profession Mentoring.

Accredited Risk Managers contact the RiskCoE to be added to the distribution list to get notifications of events

RiskCoE@hmtreasury.gov.uk

WORKING LEVEL



Government Risk Profession resources on One Finance:

- **Risk Improvement Group Online Webinars:** Teach ins and best practice.

- **PowerPack:** Bite-sized risk management videos; risk management tools; templates and examples of good practice.

Risk management modules in Civil Service induction programmes:
New Senior Civil Servants.

AWARENESS LEVEL



Risk Management Learning Suite for non-risk professionals below SCS

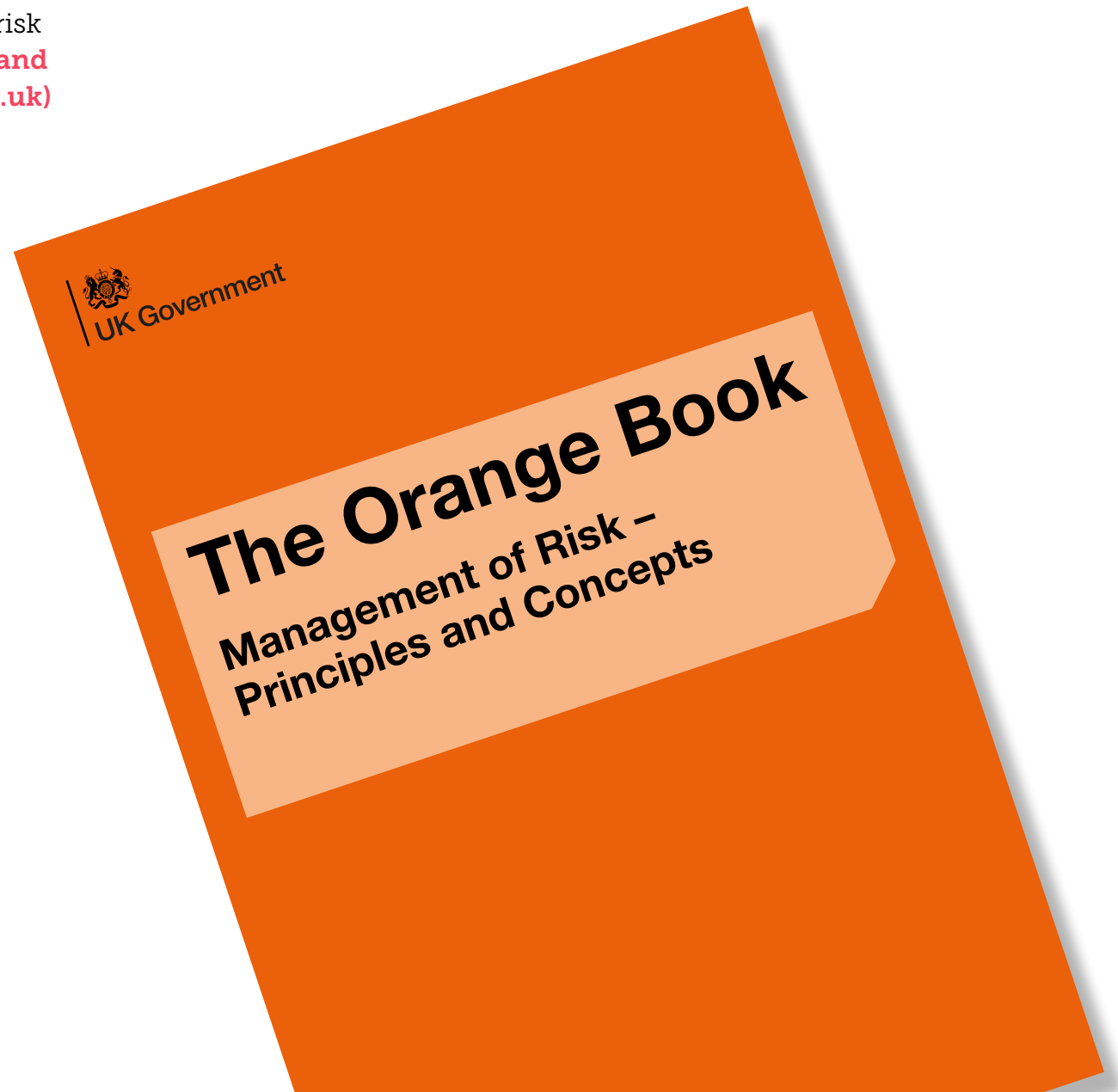
Risk Management for Non-Risk Professionals eLearn (launching 2024 on **CSL**)

Government Risk Profession – wider learning offer

<< all professions

- Further details of learning offers can be found on the [Government Risk Profession pages on One Finance](#).
- Further details on the roles, skills and qualifications in risk management, please see the [Risk Management Skills and Capabilities Framework V1.0 \(publishing.service.gov.uk\)](#)
- The **Orange Book** guidance establishes the principles and concepts of risk management and is applicable to all government departments and arm's length public bodies with responsibility derived from central government for public funds.

Please contact the Risk Centre of Excellence team if you have any questions or need further information at riskcoe@hmtreasury.gov.uk



Expert level



Operating at a Senior Leadership level, you will in the vast majority of cases be professionally accredited. At this level you will typically lead teams responsible for ensuring that organisational governance is based on effective and efficient risk management processes, with appropriate assurance mechanisms in place.

Example Behaviours:

- Constructively challenge and motivate teams to support improved outcomes
- Lead and inspire a team ensuring they are equipped with the right skills and experience to deliver objectives and act as a centre of excellence for the Department
- Think strategically and demonstrate a clear and compelling vision for the organisation.

Experience:

- An understanding of the **Orange Book** is essential
- Entry route within finance: Suitable for an individual who has held a risk management role such as Senior Risk Manager, Senior Risk Lead, Head of Risk, Deputy Head of Risk or similar.
- Entry route from outside the Government Finance Function: Suitable for an individual with proven experience in a strategic setting, who has gained experience and insight from regular engagement with the Government Risk Profession and is experienced at presenting and engaging at committee level.

Practitioner level



Operating at a senior practitioner level will typically mean championing the delivery of the risk management framework within an organisation. This role develops organisational insight by maintaining strategic oversight of the organisation's risk profile.

Example Behaviours:

- Build relationships at the most senior levels based on trust and respect.
- Drive continuous improvement in the organisation through developing stakeholder and own team, delivering a strong risk culture.
- Work with the business to determine plans and ensure that corporate policies, controls and assurance are in place

Experience:

- An understanding of the **Orange Book** is essential
- Entry route within Finance: Suitable for an individual who has held a risk management role such as Senior Risk Manager, Senior Risk lead, Deputy head of Risk or similar.
- Entry route from outside the Government Finance Function: Suitable for an individual with proven experience in a strategic setting, who has gained experience and insight from regular engagement with the Government Risk Profession and is experienced at presenting and engaging at committee level.

Working level



Operating at a practitioner level, roles at this level will often entail business partnering to deliver outputs. Individuals in this role will typically work to identify, assess and monitor risks in their organisation as well as improve risk maturity. Roles at this levels will typically be SEO.

Example Behaviours:

- Articulate communicator with written and oral skills.
- Use sound judgement to support colleagues in delivering effective risk management activity.
- Constructively challenge teams and senior leaders within the Department to support improved outcomes

Experience:

- An understanding of the **Orange Book** is essential
- SEO entry route within finance: Suitable for an individual who has held a HEO role such as Assistant Risk Manager
- SEO entry route from outside the Government Finance Function: This role may be suitable from someone who has risk management experience as part of a broader role i.e. project delivery or someone working in a strategic setting who has had interactions with the Risk Management profession

Awareness level



Operating at an awareness level, individuals may work in non-risk specialist roles with linked objectives to risk management or may have recently entered the Government Risk Profession, positions at this level are typically HEO. Activity will be focussed on providing risk management and business partnering support to more senior stakeholders.

Example Behaviours:

- Build and maintain effective relationships built on trust.
- Work independently and flexibly with a focus on delivering outcomes.
- Support the delivery of outcomes in line with the CRO's/Head of Risk's vision

Experience:

- An awareness of the **Orange Book** is essential
- Entry roles do not always require direct risk management experience if relevant skills can be demonstrated. For example someone may demonstrate relevant risk management experience as part of a broader role i.e. project delivery.

Find out more about
The Career Framework

Science and engineering

<< all professions

The **Government Science and Engineering (GSE) profession** makes sure that the government has access to the best science and engineering expertise and advice to support decision making. It is made up of over 10,000 civil servants with a background or interest in science and engineering, who work in a range of roles including those that are:

- specialist
- deep specialist
- policy
- analytical
- operational

The **GSE career framework** outlines the skills, knowledge and experience required to be an effective scientist or engineer in government. It presents four job families that describe the different government science and engineering (GSE) roles across government with suggested development pathways.

Explore the training through the **profession's career framework**.

Visit the **Government Science and Engineering (GSE) website** here, or **send an email to find out more**.



Government Science
& Engineering

LEADER (EXPERT) LEVEL



'Empowering leadership' mentoring

GSE Leadership Values

Leadership network (from 2024)

Systems thinking apprenticeship offers

Systems thinking learning offers

Futures and foresight techniques development offers

GSE Career Framework

Secondments/interchange opportunities with **STEM Futures**

Mentoring schemes

Career conversations course

GSE FLS/SLS alumni network (from 2024)

EXPERIENCED (PRACTITIONER) LEVEL



GSE Career Framework

Skills Assessment Tool

GSE Professional Recognition Offer

GSE FLS/SLS alumni network (from 2024)

Science and Engineering Fast Stream (SEFS) Alumni network

Mentoring schemes

GSE Leadership Values

Secondments/interchange opportunities with **STEM Futures**

Career conversations course

Mentoring schemes

EMERGING (WORKING) LEVEL



Specific support for Civil Service Future Leaders/Senior Leaders Scheme applicants

Secondments/interchange opportunities with **STEM Futures**

Skills Assessment Tool

GSE Shadow Project Board membership opportunities

Science and Engineering Fast Stream (inc. their curriculum)

GSE Leadership Values

GSE Career Framework

Mentoring schemes

Career conversations course

Futures module included in the SLS curriculum

FOUNDATION (AWARENESS) LEVEL



Induction pack to the GSE Profession

Our S&E 101 hub showcasing introductory learning for all on core science and engineering topics and skills, including:

Understanding and Accessing Science and Engineering advice

Communicating Science and Engineering advice

Introduction to Futures

Skills Assessment Tool

GSE Career Framework

Secondments/interchange opportunities with **STEM Futures**

Wider learning offer

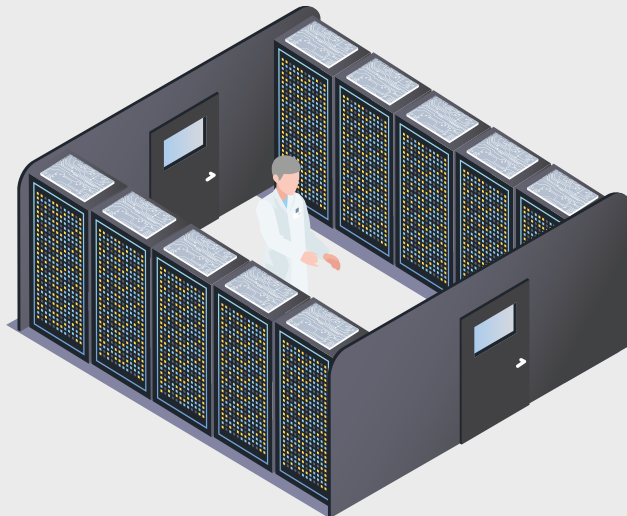
For more information on the GSE Profession and wider learning offer, visit the **GSE Profession blog** or get in touch at: gse@go-science.gov.uk

Deep Specialist level



Someone who has a deep knowledge in a specific Science and Engineering topic and utilises this specialist knowledge in their day to day role and operates mostly in that specific context. Someone whose role is centred on developing, utilising or practicing their deep specialist skillset. They may occasionally operate in different contexts as a deep specialist, but mainly work in their specific area.

Specific roles include but are not limited to regulatory scientist, scientific software engineer, toxicologist, entomology research technician, Science and Engineering inspector, research engineer, research scientist, computational experts, head of specialist area, senior technician, science fellow.



Specialist level



Someone who has specialised training, knowledge or experience in a Science and Engineering related topic, but the majority of their time is not spent solely on that topic. They may have re-trained from a different specialism but are still able to evidence deep subject matter knowledge in the current specialist area.

Someone whose role requires them to have non-Science and Engineering contexts to their work, which may require non-Science and Engineering training and development. This could be in procurement, project management, legal knowledge, policy work, leading different teams, or commercial functions. For each area, they are still required to have some specialist knowledge and apply it across these different contexts.

Someone who is not centred on practicing or utilising their specialist knowledge day to day, but rather has a broad range of responsibilities.

Specific roles include but are not limited to specialist scientific policy advisor, scientific consultant, patent examiner, scientific strategic head, technical project management.

Cross-discipline level



Someone who regularly adapts to working on different Science and Engineering topics and who readily applies overarching Science and Engineering methodologies to each area. Such methodologies could include: awareness of research language, ability to design research, communicating with scientific communities.

Someone who has Science and Engineering training and who now works across several different Science and Engineering topics.

Scientific policy advisor, horizon scanning, certain Science and Engineering Fast Stream (SEF) placements, technical official communication, intelligent customer, leader of an interdisciplinary Science and Engineering team.

GSE Affiliate level



Someone with a background or interest in Science and Engineering, but not currently applying Science and Engineering expertise in their work.

Those who seek an anchor to the GSE community, want to continue to build their Science and Engineering skills, or remain interested in the Science and Engineering work that goes on across government.

This job family is considered an inclusive gateway job family for people wanting to remain connected to, or join, the GSE Profession. Therefore, there are no specific skills, knowledge or experience required for each stage as those joining will come from many different backgrounds. Please consult the job family that most interests you in GSE to guide future development.

GSE Affiliates will be in roles that span government. These could include: private office roles, policy roles not directly related to science or engineering matters, project management roles, coaching roles, public science and engineering communication, corporate function roles, or commercial roles.

Find out more about the Science and Engineering career framework

Government Security Profession

<< all professions

The Government Security Profession brings security professionals working in government together to help them gain skills and knowledge. It is part of the Government Security Function, which seeks to build the capacity and capabilities of security professionals across the UK Government, covering Physical, Personnel, Cyber and Technical Security and Corporate Enablers.

The Government Security Function is headed by **Vincent Devine**, Director General and Government Chief Security Officer.

Our vision is to create a world-leading and dynamic Government Security Profession which engages, supports and inspires our existing security professionals and continues to build a diverse, motivated and thriving security community.

We aim to:

- Attract and recruit the best talent into the Government Security Profession
- Retain a responsive, highly skilled and motivated workforce
- Develop a clear learning offer with external accreditation and interchange with industry
- Support and align clear career pathways across the profession and wider government
- Ensure future talent pipelines including Cyber Apprenticeships and graduate schemes



Government
Security

Career & Development Frameworks

Government Security Profession Career Framework

Related learning on the Civil Service Learning website

- **Security Data & Data Protection**
- **Cyber awareness**
- **Generative AI: Introduction**
- **Rosa behaviours assessment**

Contact us for general enquiries:

gsp@cabinetoffice.gov.uk or subscribe to the **Government Security Profession blog**



EXPERT LEVEL



Examples include:

- Chartered Security Professional (CSyP)
- Security Institute Fellow (FSyI)

Role example: Head of Cyber/Physical/ Personnel/ Technical Security

[See the GSP learning offer for further information](#)

PRACTITIONER LEVEL



Examples include:

- Security Institute Member (MSyL)
- Security Institute Fellow (FSyI)

Role example: Security Advisor

[See the GSP learning offer for further information](#)

WORKING LEVEL



Examples include:

- Security Institute Member (MSyL)

- Role example: Government Digital and Data /Cyber Fast Stream

[See the GSP learning offer for further information](#)

AWARENESS LEVEL



Examples include:

- Security Institute Associate Member (ASyL)
- Security Institute Affiliate Member

Role example: Level 6 Cyber Degree Apprenticeship (ST0409)/ Level 4 Cyber Apprenticeship (ST1021)

[See the GSP learning offer for further information](#)

Wider learning offer

To access our suite of curriculums (Cyber, Personnel, Physical and Technical Security, Security Advisor Training, and Security Leadership catalogue) please follow this link to the [Government Campus](#).

You can also access this learning, along with a wealth of relevant security information about the Government Security Function on [Knowledge Hub](#).

Expert level



Jan is a Head of Vetting Appeals and Litigation at the Home Office.

Jan's government career has been varied, starting from working in VAT, which was a good grounding in analytics and how people behave. From a corporate role within HM Revenues and Customs (HMRC) she took a secondment to the Crown Prosecution Service. Other roles in the Serious Organised Crime Agency (SOCA) and then Ministry of Justice followed.

Being Head of Vetting Appeals and Litigation continually tests Fran's subject matter expertise. At her level, she requires a range of skills that includes Applied Personnel Security and Risk Understanding and Mitigation, and she would have already achieved a competent level of skill in Legal and Regulatory Environments and Threat Understanding.

Fran achieved Fellowship with the Security Institute some years ago and followed this up with an application to join the Register of Chartered Security Professionals (CSyP). Fran's Chartership acknowledges her skill and capability in delivering security strategically and it is recognised across Government and outside industry.

Practitioner level

Sam is a Security Operations Policy Lead with the Department for Transport.

Starting their career in agriculture, a chance meeting inspired Sam to join the Civil Service. Over a number of years Sam's career led them to various roles in Customs and Excise (VAT and drugs policy), the Home Office (counter terrorism and protective security) and the Department for Work and Pensions (business continuity). Sam recognised that moving around keeps you interested and helps you develop new skills. Having found their business continuity niche, thinking about the "what if" elements of protective security was always a common thread in their career.

The development opportunities that have helped Sam in their career include mentoring, the Civil Service Learning offer and more recently a MSc in Security and Risk Management. Sam has taken advantage of a number of courses offered by the Centre for Protection of National Infrastructure (CPNI) and often leans into other professions including Policy, to source the development opportunities they need to keep their skills and knowledge up-to-date. At their level, they need skills



such as Applied Physical Security, Risk Understanding and Mitigation, and Secure Operations Management.

Sam has achieved Fellow accreditation with the Security Institute and is searching for stretching development opportunities that build their expertise around security strategy. Longer term, Sam would like to apply to join the Register of Chartered Security Professionals (CSyP) which will open up new career avenues. Sam continues to develop their skills and plans to undergo further accreditation, as this is rolled out across the profession.

Sam's expertise has enabled them to be part of big government projects including the Commonwealth Games and provide briefings for many Cabinet Office Briefing Room (COBR) meetings.

Working level



Bal is a Technical Security Investigator working at FCDO

Bal joined the Civil Service 5 years ago and completed the Government Digital and Data & Cyber Fast Stream. He is now in his first Grade 7 role at FCDO. During the Fast Stream, he undertook three placements, in three different departments, over three years, giving him experience not just of security but the Government as a whole. He studied Computer Science at university and has always been interested in the technical side of things. While the Fast Stream gave him the opportunity to develop his leadership and management skills, and get lots of different Cyber Security certifications such as CISMP, ISO27005, and CPIA.

Siva also got to work on really interesting projects, including global travel to help protect international summits attended by kings and presidents, as well as investigating security incidents with real impact to HMG and the prosperity and security of the UK.

Siva discovered there was a significant overlap with Technical Security and developed a lot of transferable skills on the Fast Stream. He uses the Government Security Cyber and Technical Curriculums

to find out what learning opportunities can help him continue to develop his career, and help him decide where to specialise. In his role he needs the following skills: Applied Technical Security, Risk Understanding and Mitigation, and Threat Understanding.

Siva is interested in developing his security leadership capability and has applied to GSP's Secure Leaders development programme. He can also apply to GSP's centrally funded cyber learning offer, to attend courses with superior cyber learning suppliers.

To continue increasing his professionalism Siva applied to the Security Institute as outlined in Government Security Profession's learning pathways, and after securing Associate status (ASyL) he was successful in revalidating to Member status (MSyL). This has helped him gain recognition for his achievements and security capability, within Government and outside industry.



Awareness level



Charlotte is a Level 4 Cyber Degree Apprentice at HMRC

Prior to joining the Security Profession, Charlotte was an Administrative Officer working on Data Policy. She saw there was a new intake for the Level 4 Cyber Apprenticeship and made her application - this was a great opportunity to use her experience working in data, which would take her in a new direction. Having left school knowing university wasn't for her, the apprenticeship offered her a promising way in to a career in Cyber Security.

Charlotte doesn't have any experience in Cyber Security but that doesn't matter - most apprentices are in the same position and start with the basics, building up their capability over time.

Undertaking an apprenticeship means that Charlotte is learning on the job, doing important work from day one and gaining more and more responsibility over time. She has had lots of opportunities to shadow people in other cyber roles and get involved in different projects. In her role she needs a good grasp of Protective Security, and Legal and Regulatory Environment and Compliance.

One of the first things she did was sign up to the Government Security Mentoring Platform, which put her in touch with a senior colleague in another department. This gave her a good insight into other government areas, as well as learning from

a more experienced colleague, who was able to share their experiences and support Charlotte in her development. She also consulted the Government Security Curriculums, including the Awareness Level Learning Catalogue, which suggested a range of foundation level learning opportunities to broaden her understanding of working in Government Security.

Having the Career Framework also gave her good idea of the types of roles she might want to aim for and the skills and experience she needs to get there.

[Find out more about the Security career framework](#)

Tax Profession

<< all professions

Government Tax profession is one of the largest **Civil Service Professions** with approximately 17,000 tax professionals working across government in the UK.

You are a tax professional if your job role requires the application of tax knowledge and/or you are building an understanding of tax, developed through professional learning or experience. This can be in one or multiple areas of tax (e.g., customs, VAT...), and can be in different business areas, commonly compliance, policy development, litigation or operations

The tax profession may be your primary profession; however, you may also belong to others. These commonly include, but are not restricted to, operational delivery profession, policy profession and legal profession.

Our definition for a Tax Professional is purposively inclusive and proposed to be used by the devolved administrations (by way of Welsh Revenue Authority and Revenue Scotland).

The profession offers a varied and stimulating range of career pathways in roles spanning a range of government departments across the UK. The largest presence of tax professionals sits in HM Revenue & Customs where there are opportunities to specialise in, for example, compliance, specialist tax help and advice, fraud, tax policy or as a manager.

Tax Specialist Programme is HMRC's **tax professional flagship recruitment programme**. The link provides more detail on what the programme involves and how to apply.



Tax Profession

<< all professions

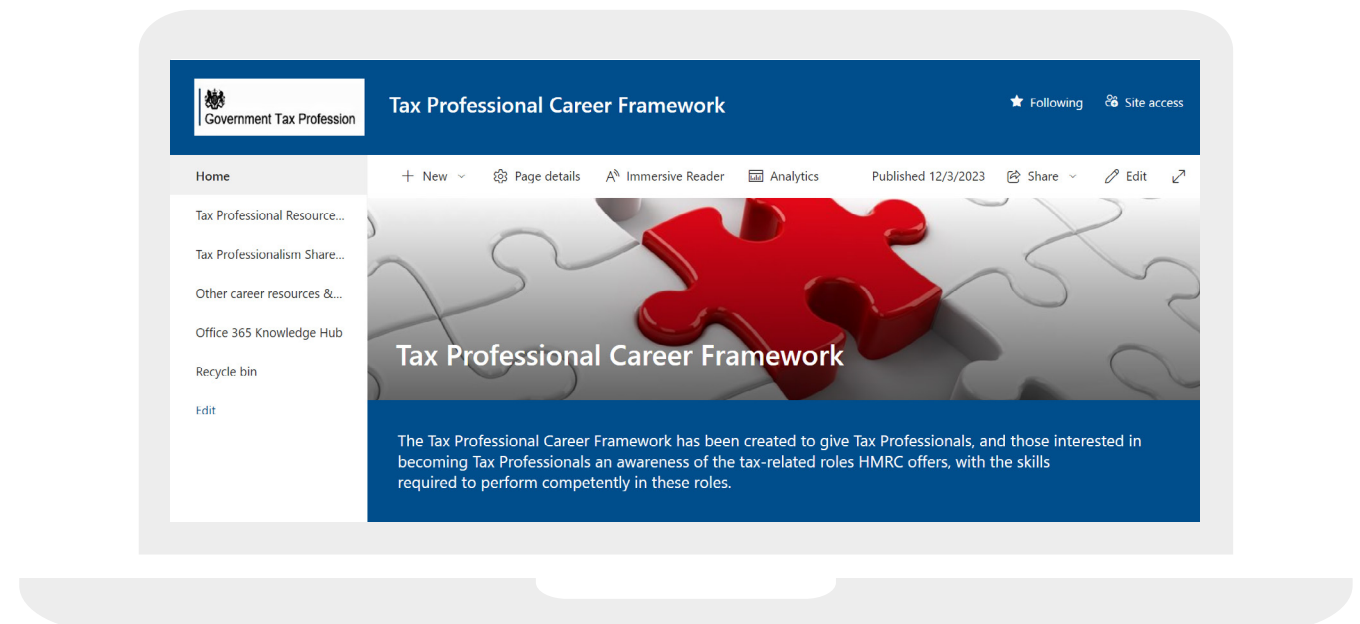
Introduction to the Profession

In the Tax Profession we value the importance of developing expertise through on the job experience and many tax professionals reach expert level through consolidating & building learning through a range of working experience.

It is also important we stress that each of the approved profession learning and training pathways are equally valid routes in developing as a tax professional.

Currently most of the tax learning mapped on the profession learning pyramid is available to HMRC colleagues only. Work is underway in conjunction with the Tax Centre of Excellence to add more products for tax and finance professionals across government via **One Finance** and extend the availability of these products along with the Tax Professional Career Framework.

If you have any tax profession specific enquiries please email us at taxprofessionalismteam@hmrc.gov.uk



EXPERT LEVEL



- Significant experience developed in one or more areas of tax i.e. subject matter expert, technical witness in litigation cases, involved in supporting the/ drafting of legislation in specific tax area
- Advanced Diploma in International Taxation (ADIT)
- Lawyer **

PRACTITIONER LEVEL



- Proficient and with experience in one or more areas of tax
- HMRC Tax Specialist Programme (TSP), inclusive of Customs Strand (and its predecessors)
- Chartered Tax Advisor (CTA)
- Chartered Institute of Management Accountants (CIMA)
- L4 Apprenticeship/post accredited workplace consolidation
- All HMRC Practitioner Level Learning Routeways (Learner Support Hub)
- Full membership of ICAEW, ICAS, CAI, ACCA, CIPFA**
- ACA-CTA joint pathway

* including the Professional stage Business and Commercial Law module in England and Wales (or equivalents in Scotland and Northern Ireland)

** tax being a substantial part of your experience

WORKING LEVEL



- Working level experience in a specific area of tax
- Association of Tax Technicians (ATT)
- CIOT – Diploma in Tax Technology
- L4 Apprenticeship Professional Accounting/Taxation Technician
- L4 Apprenticeship Counter Fraud Investigator
- Chartered Institute of Management Accountants (CIMA)
- L3 Apprenticeship/post accredited workplace consolidation
- Customs routeway
- HMRC Civil Compliance Foundation Learning
- All other HMRC Foundation Level Learning Routeways (Learner Support Hub)

AWARENESS LEVEL



- Developing experience in a specific area of tax
- HMRC Charter Learning
- HMRC Customs Foundation Learning Programme
- HMRC Tax Academy Online Business Area Learning (Business Tax & Customs, Benefits & Credits, Debt Management, Personal Tax Ops)
- Civil Service Learning Tax Learning e.g., PAYE/VAT module

Expert level

Working at expert level in the tax profession you would typically be expected to have developed significant experience in one or more areas of tax, for example subject matter expert, tax policy expert, technical witness in litigation cases or involved in drafting of legislation in specific tax area

We are continuing to develop the Tax Profession personas and will update these when they are ready.



Zara's journey began taking on a junior role at a leading audit, tax, and consulting adviser firm to mid-market business leaders globally. In this role, she gained exposure to diverse tax scenarios developing a strong foundation in tax advisory.

As Zara's expertise grew, she pursued further education and earned the Association of Taxation Technicians (ATT) qualification, enhancing her knowledge of tax planning and strategy.

To further her ambitions, she moved to a big six accountancy firm, known for its expertise in providing tax consulting and advisory services to clients across various industries. It is here Zara pursued the Chartered Tax Adviser (CTA) qualification to bolster her cross-border advisory tax proficiency.

Zara then took advantage of an opportunity to join an independent research institute specialising in UK taxation and economic analysis of public policy. This experience allowed her to engage with policymakers and understand the intricacies of tax policy from a strategic standpoint.

Looking to broaden her horizons within the public sector, Zara secured a position in HMRC's Customer Strategy and Tax Design team where she was responsible for designing the tax, payments and customs system and focusing on customer experience. Later transferring internally to the Business Assets and International team as an International Tax Specialist, where she developed and delivered policy measures while also contributing to wider government objectives.

Practitioner level

Working at practitioner level in the tax profession you would be expected to be proficient in and have experience of working in one or more areas of tax. For example, working as a Tax Specialist in Ministry of Justice



Paul joined HMRC from outside the Civil Service, bringing a diverse range of skills from his previous job and with little tax experience. Paul initially worked in Capital Gains Tax, where his role was to ensure compliance for individuals and organisations. Paul undertook a mix of targeted learning and on the job consolidation, acquiring the necessary skills to excel in his role.

To develop further and build on his skill set, Paul took a level transfer to Income Tax compliance team, a role that requires meticulous attention to detail and effective communication skills. In this role Paul built strong working experience in this area, which later led to Paul securing a role working with the VAT compliance team in HMRC's Customer Compliance Group (CCG). In this team Paul developed a comprehensive understanding of VAT regulations through minimising the risk of non-compliance for businesses and individuals.

Comfortable in his technical knowledge in a variety of taxes, Paul was eager to contribute to policy formulation and transferred into a policy role, where he was able to influence several areas of strategy and policy for the tax profession. With his new skills and experience Paul later moved department to work at the Ministry of Justice, Tax Centre of Excellence, where he could exploit his prior experience and tax technical knowledge in a role overseeing VAT administration and compliance in MOJ.

Working level

Working level roles in the tax profession would involve you have experience of working in a specific area of tax. For example, a compliance caseworker or Transfer Pricing Specialist in HMRC



Kuldeep joined the Civil Service after graduating from university, starting her career as a caseworker in HMRC's Wealthy and Mid-sized Business Compliance Team. This work involved identifying and eliminating risks relating to non-compliance in Corporation Tax. Kuldeep wanted to progress a career further in this area and successfully applied for HMRC's Tax Specialist Programme – she is currently in year 1.

Before joining HMRC, Kuldeep studied accountancy and after completing a 12-month placement at a large accountancy firm, she gained a good grounding of how the tax system works in dealings with both individual and company taxes. Moving into the tax profession enabled Kuldeep to learn and further develop a career in compliance investigation work. Kuldeep is currently a mentor to newer members of the team, supporting them to develop their own careers.

Awareness level

To be operating at awareness level in the tax profession you may be new to a role aimed at a specific area of tax or have completed awareness level tax training.



Winston works as a Pay as You Earn Advisor in HMRC. As part of their induction Winston completed a variety of online learning modules prior to commencing formal training covering all aspects of the role, from simple tax code changes to more complex cases. Winston's role entails managing calls from customers on simple enquiries to slightly more complicated ones around company benefits and queries on implications of having multiple sources of income.

Winston wishes to develop their expertise through on the job experience and plans on learning new skills and developing knowledge within new areas of the tax profession and HMRC.

About the Government Campus

The Government Campus is the home of all government training available centrally, by professions and functions, and within departments. United by a clear, assured curriculum framework, the Government Campus is created for, and owned by all of us in government to provide civil servants and ministers with the necessary skills they need to succeed.

The Government Campus is accessible to everyone in England, Scotland and Wales, whatever role in the Civil Service you hold and whatever level you work at.

To find out more about the Government Campus, visit www.gov.uk/gscu.

Contact us if you have any enquiries about this iPDF, including requests for alternative formats, at: gscu.comms@cabinetoffice.gov.uk.

