



Government
People Function

HR Career Framework



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Message from our HR Career Framework Senior Sponsor:

Naomi Ramsay, Director, HR & Transformation

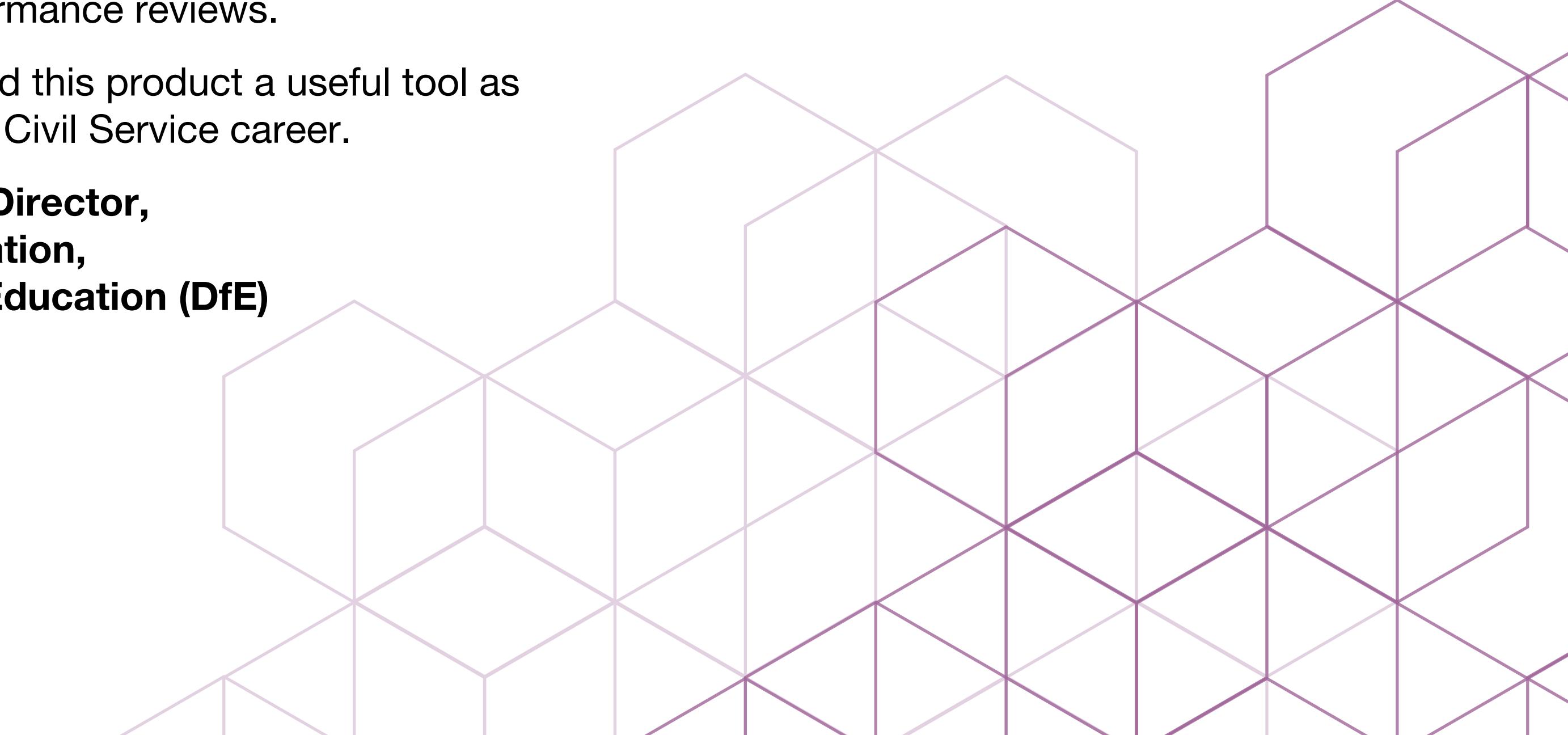
The HR Profession is purpose-driven and people-focused. We have a unique opportunity to shape our workplace culture and help employees deliver vital services to the UK public. The HR Career Framework allows us to drive consistency, inform the support we provide, and set expectations for our people working across the Government People Function. This is an excellent tool to help you navigate and grow in your career within the Civil Service.

The Career Framework provides you with the ability to identify and understand what capabilities and experience are expected for individual success at each level within the HR profession. It also allows you to create a clear roadmap to fulfill your desired potential as an individual and as part of the HR Profession.

I encourage you to use this framework as a guide for your career journey, your path will be unique to you. You can use this framework to map your current skills and interests, set both short-term and long-term goals, and find opportunities for professional development. You should regularly review your career pathway, especially when considering a new job, setting objectives, or undertaking performance reviews.

I hope that you find this product a useful tool as you navigate your Civil Service career.

**Naomi Ramsay, Director,
HR & Transformation,
Department for Education (DfE)**



Why work in the HR Profession?

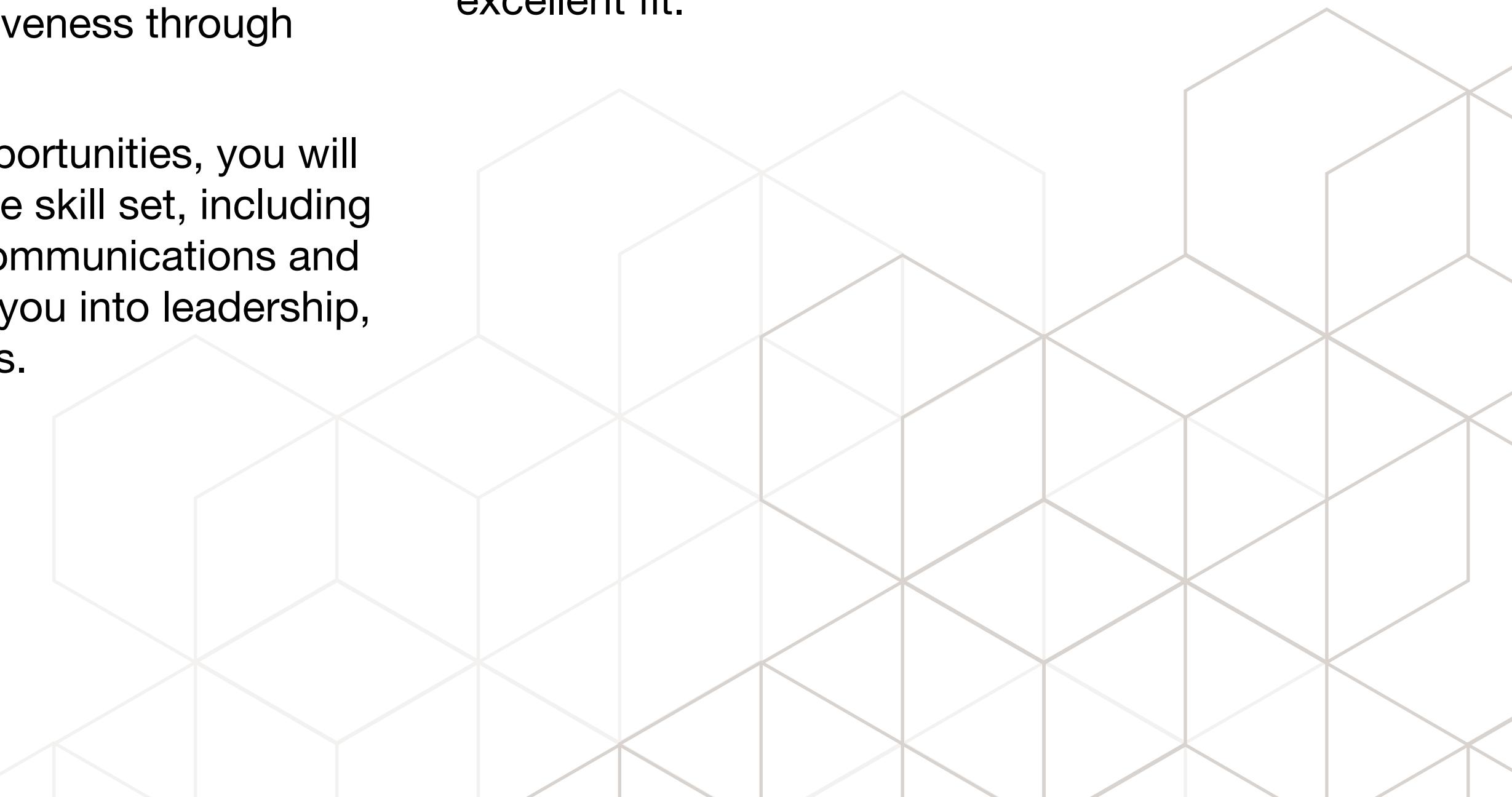
Working in the HR Profession is purpose-driven and people-focused. It enables the most senior leaders to consider the people impacts in their decision-making and enhance the working environment of all civil servants. From healthcare to education to defence, the HR Profession's work enables the Civil Service to hire, develop and retain the civil servants who deliver crucial services to the public. HR professionals work with leaders and managers to help create organisational cultures that enable civil servants to deliver for citizens.

The HR Profession offers a fulfilling and varied career with diverse opportunities. This includes creating policies, partnering with senior leaders, enhancing people data, identifying skill gaps, designing talent and learning interventions, improving induction experiences, working on reward incentives, partnering with staff networks and trade unions, shaping internal communications, improving staff engagement, championing wellbeing, and driving organisational effectiveness through change and design.

Throughout these varied opportunities, you will develop a strong transferable skill set, including stakeholder engagement, communications and coaching, which could lead you into leadership, HR, policy and strategy roles.

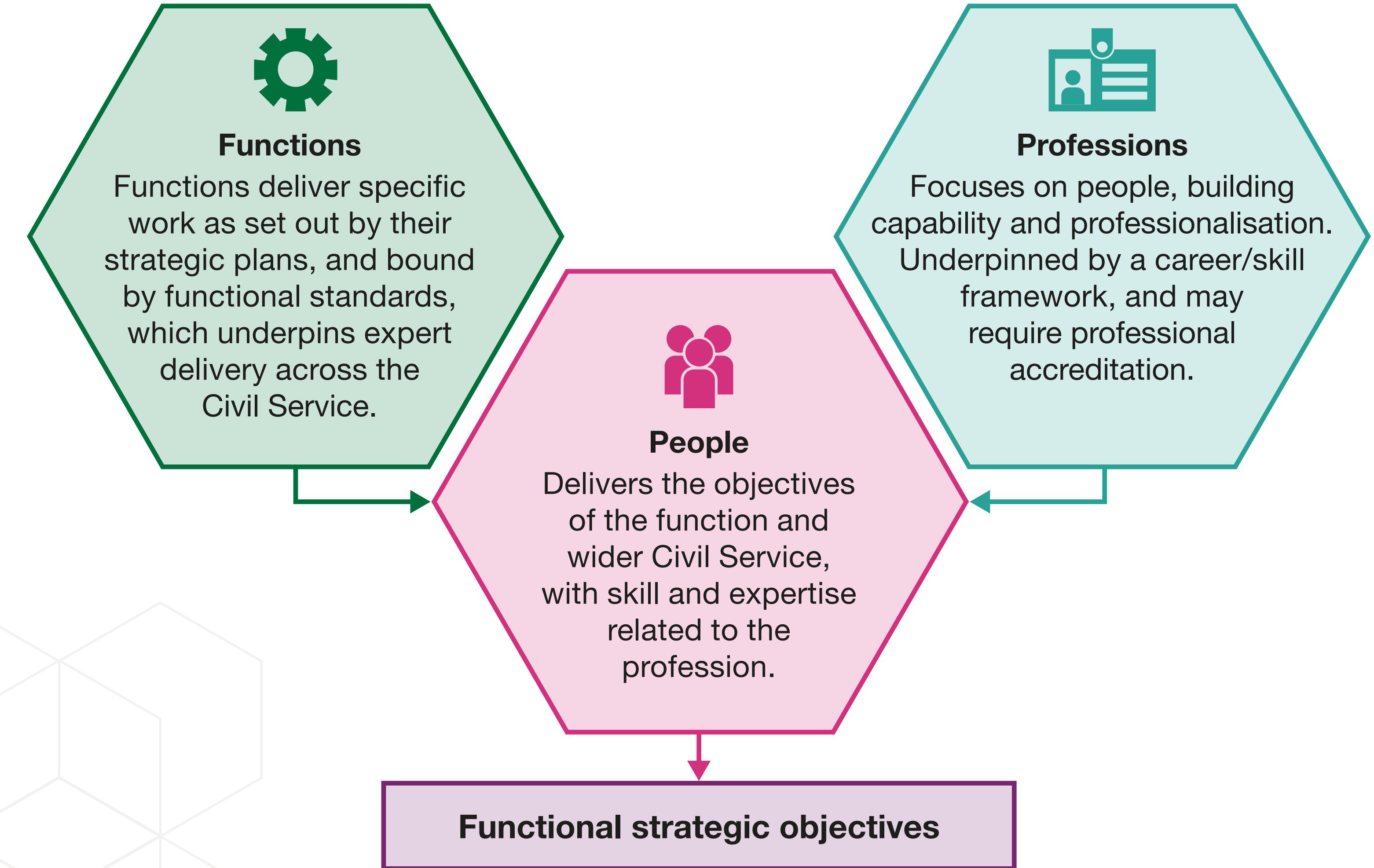
You have the unparalleled opportunity to positively shape our workplace cultures and future-ready our workplaces, utilising new technology and artificial intelligence (AI), to positively impact the lives of our employees and help them to deliver for people living in the UK.

For anyone looking for meaningful and purposeful professional growth in a role that directly impacts the lives of others, HR is an excellent fit.



Functions, Professions and our People

Functions and Professions are linked by our employees who provide the professional skills and expertise to deliver functional strategic objectives for the Civil Service.



Civil Service HR Professional Standards

The HR Professional Standards have been produced by the Government People Function (GPF), as a tool to support development of HR Professionals in the Civil Service.

In partnership with the Chartered Institute of Personnel and Development (CIPD), these standards have been developed to help individuals, teams, and the profession define the core knowledge, core behaviours, and the specialist knowledge we need to enable delivery of our People Plan objectives.

They provide clarity and direction for every civil servant working in a HR role. They also enable the creation of a meaningful development plan for your current role as well as helping you to develop your future career within the Civil Service.

There are three elements to the standards:

- Core knowledge
- Core behaviours
- Specialist knowledge

All members of the HR Profession are expected to either possess or develop the core knowledge and behaviours. Meanwhile, the areas covered in specialist knowledge are to be considered on an individual and role-by-role basis. You will find guidance on specialist knowledge areas for each HR job family in their relevant sections.



Career Pathways



Overview

What is the difference between a Career Pathway and a Career Framework?

A career pathway is one important element of a wider professions framework. The HR career framework incorporates:

- 11 HR job families (split by levels and grades)
- HR Professional Standards (Success Profiles and CIPD)
- HR career pathways

What is a Career Pathway?

A career pathway is a series of defined and connected job roles which often feature at different levels. A career pathway enables people to identify what is expected for roles at each level, and to see how they might progress or develop through the job roles and levels.

Everyone working in HR should have an idea of their career pathway that informs career and performance management conversations with your line manager and supports their development. You can also use your pathway to inform career conversations with your mentor, coach and/or buddy. You should regularly review your career pathway and make sure it is relevant to meet your current and future needs. It is particularly important to do this when you are considering future job moves, in personal development discussions and during objective setting.

Considering your Career Path

A career path is a personalised route that helps you consider future roles, whether within a single job family or across many. It is a route that provides structure to your journey, while remaining flexible enough to adapt to new opportunities, changing circumstances, and evolving interests. There is no single template – your path can be linear, non-linear, or a mix of both, and it may include periods spent outside HR.

Career journeys are diverse, some people begin their careers in HR straight away, while others enter the Civil Service from a different profession. Others start in HR and later move into policy, or other areas, before returning to HR. Career paths are individual, shaped by personal goals, transferable skills, and opportunities that arise along the way.

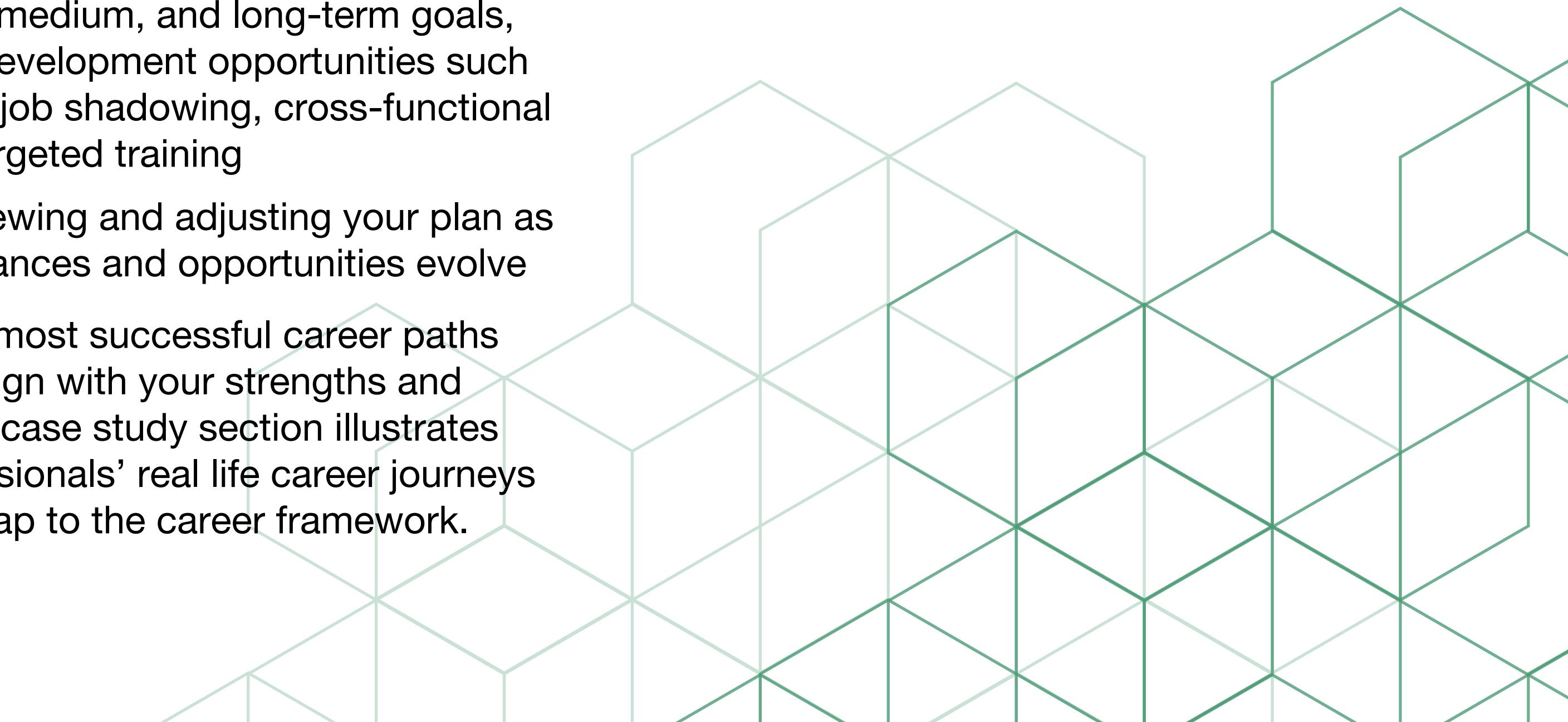
Your career path is shaped by you and may include steps such as:

- Moving into HR from another field (administration, operational delivery, finance, etc.) and building HR expertise over time
- Entering HR through an apprenticeship, **HR Fast Stream**, or through recruitment, then broadening your skills by moving between job families
- Taking secondments or short-term assignments to other departments to learn new skills, then bringing those capabilities back to HR
- Building a portfolio of roles across HR and other functions to develop transferable skills such as stakeholder management, data analysis, policy interpretation, and transformational change

The following actions may prove helpful when mapping your career path:

- Listing your current skills, interests, and experience
- Considering the behaviours (within Success Profiles) you use in your current role
- Reflecting on your strengths and how you use them effectively
- Identifying your transferable skills, behaviours and strengths, considering how they apply to other roles and job families
- Setting short, medium, and long-term goals, and seeking development opportunities such as mentoring, job shadowing, cross-functional projects, or targeted training
- Regularly reviewing and adjusting your plan as your circumstances and opportunities evolve

Remember, the most successful career paths are those that align with your strengths and aspirations. The case study section illustrates some HR professionals' real life career journeys and how they map to the career framework.



Professional Development and Accreditation

The Chartered Institute of Personnel and Development (CIPD), is the professional body for HR.

The Civil Service works closely with the CIPD to promote membership and development opportunities for its HR professionals.

For most HR professionals, it is expected that you have, or are working towards, the following CIPD accreditation, depending on your grade:

- SCS – Chartered Fellow
- G7 and G6 – Chartered Member
- AA to SEO – Varies by department, however most will expect Associate Membership

To ensure our HR colleagues have access to the best resources, we support a number of **CIPD assessment and accreditation routes**:

- **Experiential routes** – an assessment process that allows you to draw on your HR experience to demonstrate how you meet the membership standards. [More details on the CIPD website](#).

Please speak to your department's HR capability lead about your department's process for this option

- **Study routes** – taught courses to build and assess your HR knowledge and its application. Information on available qualifications can be found on the [HR Profession page on Government Campus](#)
- **Apprenticeships** – a well supported qualification route that focuses on experiential learning in the workplace, equipping you with the knowledge and skills to succeed in HR. Speak to your line manager for more information on the process in your department

Funding for membership and accreditation varies by department. Ask your line manager for more information.

In addition to formal learning you should adopt the 70/20/10 approach to development. 70% of your development will be experiential – achieved through stretching, challenging work. 20% will be through relationships – learning from

others, including managers, colleagues, and mentors. 10% should be through formal learning and training. To support your experiential and relationship learning, you could:

- Represent your department at HR expert meetings
- Shadow someone to learn more about their role and skills
- Learn more about how your role and your job family fits within the Government People Function and other parts of HR
- Set up an action learning set to support the development of you and your peers
- Learn about the skills and experience you will need to demonstrate in your next anticipated role
- Explore the 11 job families
- Seek a mentor and/or coach to support setting and achieving goals

Job Families



Introduction

An HR job family is defined as a group of jobs with similar characteristics, knowledge, skills, and behaviour requirements. The HR job families have been identified as groups that share the nature of their work and have a common purpose or function:

Specific roles will sometimes vary between departments, therefore the levels outlined in the framework are for guidance and are not definitive. At some levels, such as Practitioner and Strategic (Expert), roles may span several job families, this will be dependent on your organisation's shape and size. Individuals working in each job family will also regularly interact and collaborate.

This framework contains high level information for job families and not every role and work area is represented for every department. All areas of work in the HR Profession are crucial and, although not every role is specifically outlined here, all individuals should see elements of their role represented.

Employees at EO grade and above may have line management responsibilities, with this becoming more likely at higher grades and within the SCS.



Capability, Learning and Talent

Summary

Capability, Learning and Talent serves as the foundation for identifying, developing, engaging, and deploying the right people to drive Civil Service success. Aligned with our mission to serve citizens and deliver on government priorities whilst fostering a workforce that is adaptable, skilled, and resilient in the face of evolving public needs.

For current civil servants, this means access to career development, succession planning, and targeted skills enhancement that recognises your expertise whilst providing clear pathways for professional growth. This job family is learning-oriented and committed to building development from day one through structured onboarding and continuous professional development.

By utilising workforce analytics, succession planning, and contingency frameworks, it ensures the Civil Service understands its existing talent, identifies capability gaps, and strategically plans for future needs.

It is responsive to digital transformation, policy innovation, or emerging societal challenges, creating an environment where professionals and new recruits contribute to evidence-based decision-making, directly improving citizens' lives. This strategic approach to talent development ensures the Civil Service values potential, invests in the growth of its people, and makes meaningful impact.

Capability, Learning, and Talent are distinct but interconnected areas:

- **Capability** refers to organisation-wide skills, knowledge and behaviours that enable effective performance and support workforce resilience and wellbeing
- **Learning** encompasses the design, delivery, and continuous improvement of learning interventions; incorporating innovative approaches such as AI and digital tools, with a focus on fostering a culture of continuous professional development

- **Talent** involves the proactive identification, assessment, and development of high-potential individuals and talent pools; designing strategies that promote diversity and align with future workforce needs

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO)
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

Capability, Learning and Talent

What work is undertaken in Capability, Learning and Talent?

Capability and Learning

- Identify capability gaps, aligned to organisational priorities
- Designing flexible, blended learning solutions that leverage digital and emerging technologies, including generative AI
- Using learning expertise to create interventions covering a broad variety of subject areas
- Promoting a culture of continuous professional development and organisational learning
- Fostering a coaching environment to support peer and leadership development taking an agile approach to capability and learning development
- Monitoring learning delivery and evaluating impact and workplace performance

Talent

- Developing clear definitions for talent within different pools
- Establishing assessment methodologies to identify high-potential individuals
- Evaluating the impact and value of talent interventions
- Collaborating with partner organisations to create integrated talent strategies
- Designing succession and contingency frameworks to secure organisational resilience
- Implementing diverse and inclusive talent approaches
- Developing targeted development programmes for identified talent

What sort of people work in Capability, Learning and Talent?

Dedicated professionals who transform how people learn and develop will thrive. Ideal candidates are strategic thinkers who have the ability to translate what organisations need into practical solutions.

This can be achieved through adopting a problem-solving approach, providing innovative solutions, and having an understanding of learning and talent design principles on how people learn and develop. They are innovative, customer-focused, learner-focused and possess excellent written and oral communication skills with the capability of engaging effectively with a broad range of partners. They should demonstrate expertise in analysis, evidence-based decision-making, and organisational understanding. With a strong emphasis on diversity, digital agility, and collaboration they will build a future-ready workforce.

Capability, Learning and Talent

Overview per level

Awareness Level (AO/EO*)

At this level, individuals typically work within a team to deliver reliable and efficient logistical, administrative, and business support across the organisation's learning, talent, and capability functions. The role involves supporting operational activities that facilitate effective learning and talent management.

Core activities and outcomes at this level may include:

- Coordinating the delivery of learning and development activities, ensuring smooth logistics and administration
- Managing confidential information related to learning and talent programmes with integrity
- Providing basic advice on learning and training opportunities to individuals and managers to promote fair access and development
- Collecting, collating, and maintaining accurate evaluation data to support the assessment of learning interventions and programmes

Key responsibilities at this level can be:

- Interpreting data and preparing reports, including identifying trends and suggesting improvements
- Developing and maintaining effective working relationships within the team and across wider business functions
- Supporting the delivery of learning activities and managing sensitive information related to talent and capability initiatives



Capability, Learning and Talent

Working Level (HEO/SEO)

At this level, typically you are actively involved in analysing learning needs, designing interventions, supporting delivery, and evaluating the effectiveness of talent and learning initiatives. The role requires applying expertise to ensure programmes are targeted, impactful, and aligned with organisational priorities.

Core activities and outcomes at this level may include:

- Recommending tailored learning options to meet the development needs of individuals, teams, and the organisation
- Managing multiple learning and talent development projects, including procurement processes and development of new interventions, ensuring they are delivered on time, within scope, and to quality standards
- Supporting managers in understanding, articulating, and addressing the learning and development needs of their teams

- Facilitating internal learning events and workshops that address business priorities and promote organisational capability
- Identifying capability gaps and actively creating solutions to upskill the workforce

Key responsibilities at this level can be:

- Leading a portfolio of learning products within a specific curriculum, utilising deep subject matter expertise or specialised skills
- Managing delivery teams and working with suppliers or external partners to implement learning initiatives, as well as providing ongoing support and advice to business areas
- Collaborating with analysts and colleagues to interpret data, identify risks, and develop insights that add value and mitigate challenges for customers
- Designing, delivering, and facilitating learning events and workshops to support organisational goals and priorities, ensuring engagement and impact



Capability, Learning and Talent

Practitioner Level (G6/7*)

At this level, generally you are responsible for managing a substantial portfolio of learning products and projects. You will take a leadership role in delivering impactful development programmes that align with organisational strategic goals.

Core activities and outcomes at this level may include:

- Trusted adviser to senior leaders to identify development needs and support their growth
- Gathering insights on emerging trends, best practices, and innovations in learning and talent development from external sources to inform strategy and practice
- Programme managing complex, multi-stranded learning and talent initiatives, ensuring delivery within scope, time, and quality standards
- Applying expertise in adult learning principles to inform strategies for design and delivery of Capability, Learning and Talent interventions

Key responsibilities at this level can be:

- Providing expert guidance, challenging current practices, and promoting best practice approaches to capability development within the organisation
- Operating at a strategic level as a trusted advisor by identifying and articulating business needs, offering objective insights, and influencing decision-making
- Acting as a highly skilled facilitator, coach, or subject matter expert, employing advanced tools and techniques to enhance capability and organisational learning
- Possible line management responsibility to inspire colleagues and influence the strategy and culture
- Leading change through the adoption of digital technology and HR systems, leveraging innovative solutions to optimise processes, improve efficiency, and deliver value for money



Capability, Learning and Talent

Strategic (Expert) Level (SCS1/2*)

At this level you will typically be responsible for shaping organisation-wide capability strategies, leading the L&D function across the Civil Service, and overseeing major cross-cutting learning and talent programmes with significant organisational impact.

Core activities and outcomes at this level may include:

- Applying an understanding of organisational strategy and operational plans to forecast future capability and talent needs, and proactively identify potential organisational risks
- Collaborating with internal teams and external partners to design critical learning interventions that support strategic goals
- Leading the development of an organisational learning infrastructure, including defining career pathways, capability frameworks, and talent pipelines that underpin workforce resilience and growth

- Deep understanding of adult learning principles, instructional design models and digital learning technologies

Key responsibilities at this level can be:

- Partnering with senior HR and business leaders to define and implement capability-building initiatives aligned with current and future organisational priorities, including championing the strategic role of learning in organisational change
- Supporting leadership development through expert facilitation, executive coaching, and advisory services
- Operating at the highest levels of the organisation, with broad and complex accountabilities that influence strategic direction across the Civil Service and beyond

Capability, Learning and Talent

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- Learning and Development
- Talent Management
- Wellbeing
- Employee Experience
- People Analytics

Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- Learning and Development
- Talent Management
- Available courses can be found on Government Campus
- Other organisations/resources you might find helpful working in this area are:
- The Learning and Performance Institute
- Project Delivery



Casework



Summary

Working in this area, individuals typically need to be subject matter experts in employment law and HR policy. Individuals will be able to gather, assess and make a judgement on insights gathered using a wide range of data sources, from policy to process, operations and the business area to support strategic decisions. The outputs are expert advice, guidance, and sometimes challenge, to support line managers and other stakeholders including HR colleagues. Individuals in this area generally have a strong focus on facilitating conversations and providing advice and support to empower line managers and the business to make good people decisions.

What work is undertaken in Casework?

Casework responsibilities often include:

- Providing expert advice and challenge to various stakeholders, including senior leaders
- Seeking early resolutions to conflict by applying experience and in-depth knowledge to develop creative solutions that manage risk while maintaining stakeholder confidence
- Acting as a facilitator and influencer to build manager capability through coaching and upskilling
- Interpreting and communicating data insights to inform lessons learned for policy development, as well as providing business insights related to culture and behaviors
- Assessing and communicating various risks, including financial and reputational

What sort of people work in Casework?

Individuals who have, or commit to develop, an in-depth understanding of employment law and HR policy can apply this to real life cases. Those who can assess situations quickly, adjust their communication style, and provide well-judged advice are in high demand in this area of work. Seeing the bigger picture and staying resilient through complex challenges is key in the casework job family.

- > Awareness Level (AO/EO)*
- > Working Level (HEO/SEO)*
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

Casework

Overview per level

Awareness Level (AO/EO)*

At this level you are typically supporting the Casework Service through data collection, research and organisation.

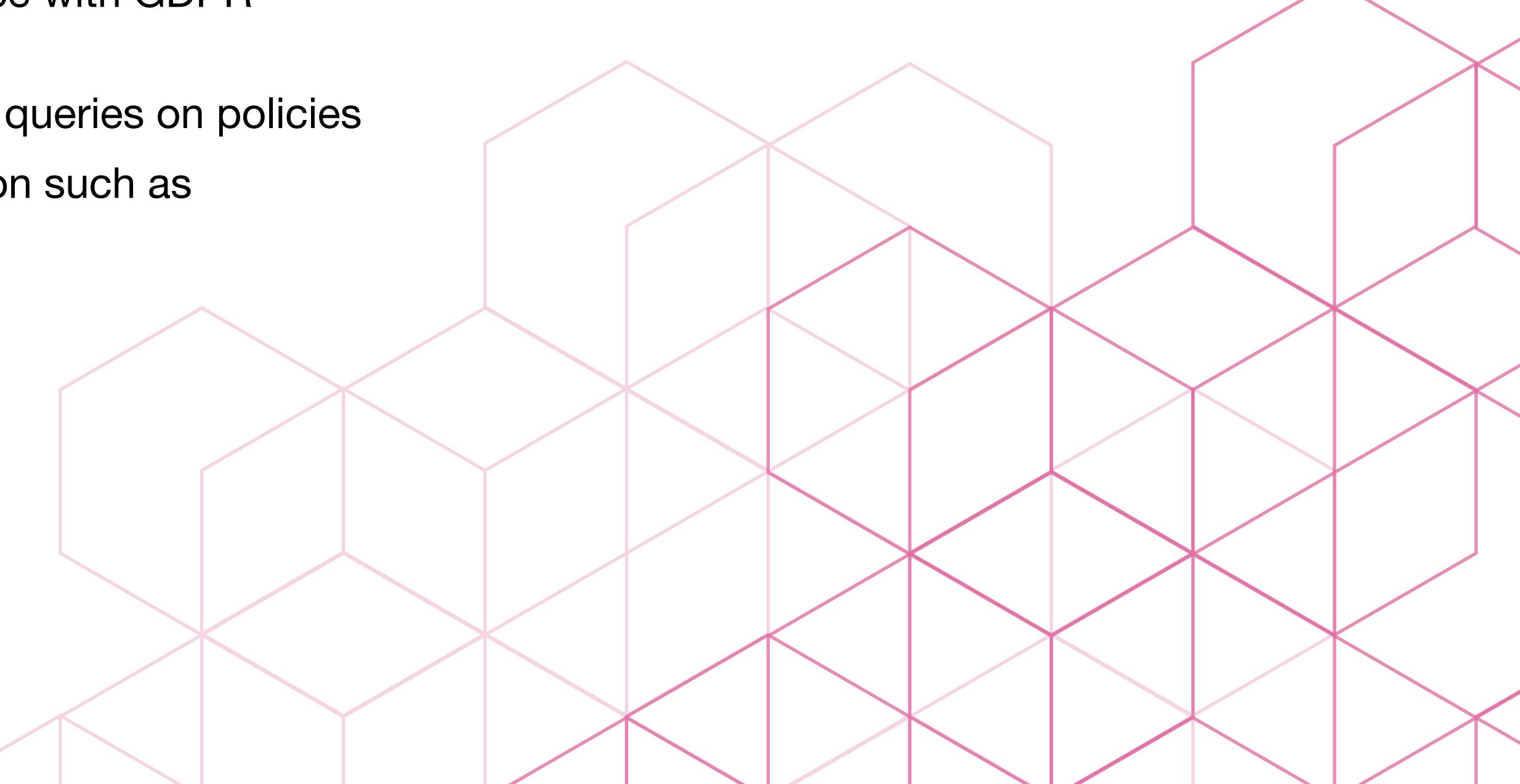
Core activities and outcomes at this level may include:

- Processing data in order to build, triage, allocate, and manage cases within relevant systems
- Supporting casework managers with research and preparation of cases
- Ensuring complex queries are triaged and assigned to appropriate colleagues
- Support the construction and manage the oversight of activities such as Freedom of Information requests and Parliamentary Questions
- Liaising with internal and external customers and stakeholders

- Managing important HR documents, for example, ensuring pension quotes and occupational health reports

Key responsibilities at this level can be:

- Undertaking research and reporting on Casework data
- Undertaking Subject Access Requests and Freedom Of Information requests whilst ensuring compliance with GDPR requirements are upheld
- Advising on transactional queries on policies
- Maintaining documentation such as risk registers



Casework

Working Level (HEO/SEO)*

At this level you are typically using your professional HR expertise to manage the team's resources and workload, including prioritising work, and looking at ways to improve outcomes for customers and stakeholders. HEOs are primarily responsible for managing individual cases, while SEOs typically oversee team performance and service delivery.

Core activities and outcomes at this level may include:

- Provide HR professional oversight through advice and guidance in areas including both informal and formal dispute resolution methods
- Supporting and coaching responsible managers in order to build confidence and capability in employment law and HR policy
- Designing and providing training to upskill responsible managers
- Identifying lessons learned from previous cases

- Preparing briefs for relevant stakeholders
- Partnering a variety of stakeholders to gain the best outcomes, e.g. Government Legal Department, occupational health and trade unions
- Analysing and interpreting data to inform decision-making
- Demonstrate strategic thinking to identify and manage people risks within the business
- Manage employment tribunals from early conciliation through to case closure and ensure lessons learned are followed up

Key responsibilities at this level can be:

- Delivering a customer-focused service
- Being confident to challenge existing policy and practice
- Building capability of responsible managers in the business around casework-type themes to improve issue resolution

- Coaching and supporting the wider team in order to build internal capability
- Sharing good HR practice with all colleagues
- Developing and keeping up-to-date knowledge of HR policy and employment law
- Build and maintain strong relationships with a variety of stakeholders, including senior leaders
- Manage cases effectively using evidence-based decision making, setting manageable deadlines and holding others accountable to ensure cases progress
- Ensure cases are managed appropriately and hold accountability for deadlines and progress

Casework

Practitioner Level (G6/7*)

At this level you are typically a specialist, using your professional HR expertise to lead the Casework function in your department, ensuring good service delivery and management of people risks to enhance the overall employee experience.

Core activities and outcomes at this level may include:

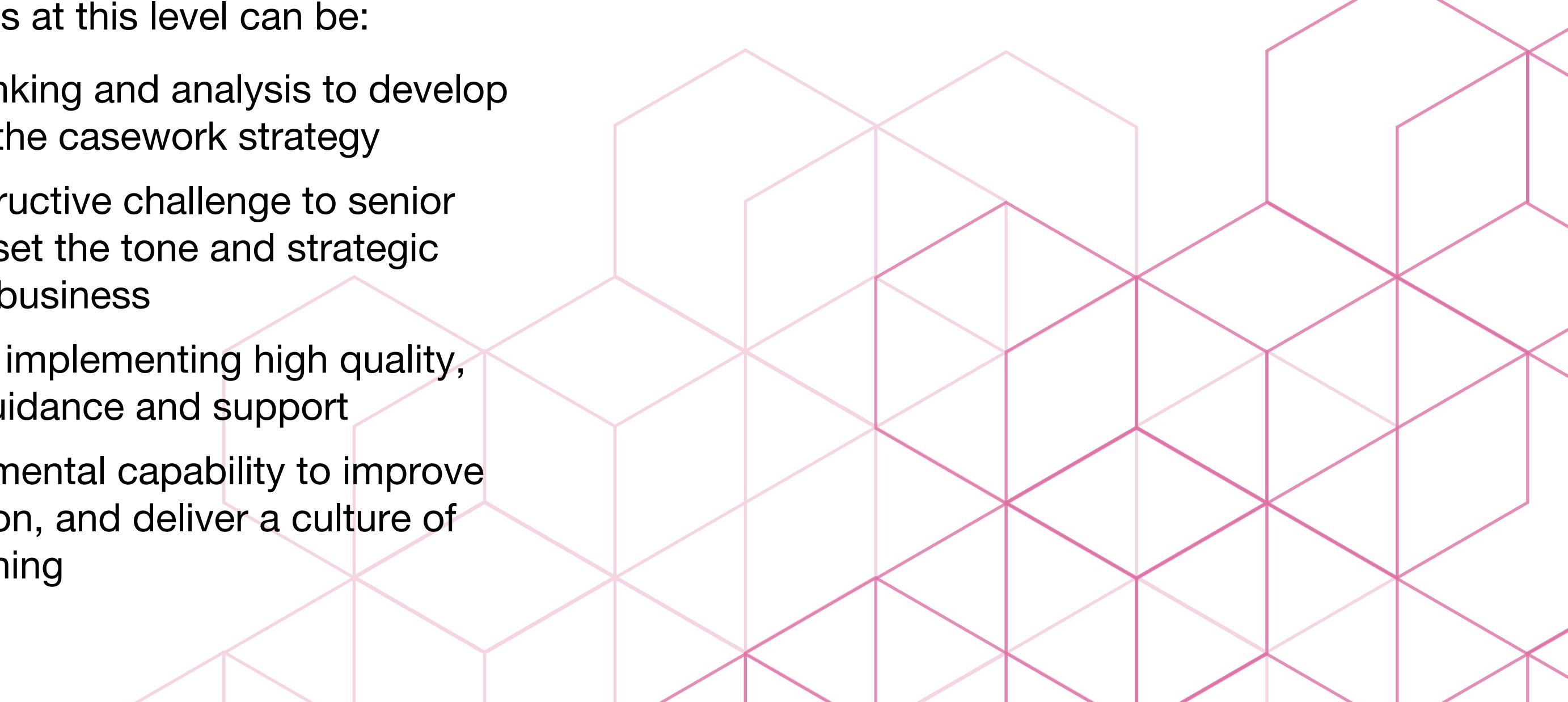
- Managing support functions
- Managing a wide-ranging portfolio of transformational projects, either internal or across the CSHR case work supplier family
- Manage the performance and continuous improvement of casework teams
- Procuring and overseeing the delivery of strategic delivery partners, such as occupational health
- Act as a strategic partner to a variety of stakeholders and maintain cross government relationships

- Review outcomes and develop lessons learned from employment tribunal cases and feedback insights to improve the service
- Deliver resolution interventions including conflict coaching and mediation
- Be involved with and support the business during complex employment tribunal cases
- Use data to identify problem areas and advise on possible improvements and future prevention

- Supporting, motivating and building capability within the team
- Sharing good practice to support wider HR community including influencing the cross government HR agenda

Key responsibilities at this level can be:

- Using future thinking and analysis to develop and implement the casework strategy
- Providing constructive challenge to senior leaders to help set the tone and strategic direction of the business
- Developing and implementing high quality, user-focused guidance and support
- Building departmental capability to improve dispute resolution, and deliver a culture of continuous learning



Casework

Strategic (Expert) Level (SCS1/2*)

At this level, responsibility for Casework may be one of multiple areas in your wider remit.

Core activities and outcomes at this level may include:

- Drive and enable organisational changes and strategic casework delivery to meet business and wider Civil Service priorities and improve the employee experience
- Leading the delivery of organisational casework strategies as well as departmental strategies
- Communicate across government, with executive boards and trade unions on case work issues
- Using MI and data at a strategic level to develop the service and add value to the business
- Use networks and connections to overcome barriers

Key responsibilities at this level can be:

- Accountable for strategic leadership, partnering and business delivery
- Developing and deploying people strategies and end-to-end HR systems (e.g. strategic workforce planning, building capability, D&I, reward and organisational and cultural change)
- Leading and building an inclusive, high performing and professional HR team
- Act as sponsors for HR or business-related projects and priorities
- Responsibility for escalating contentious or high-risk cases



Casework

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- Employee Relations
- Wellbeing
- Equality, Diversity and Inclusion
- Employee Experience
- In addition to these HR-specific competencies, Casework professionals also require skill in negotiation and mediation

Professional Bodies/Standards

The **CIPD** is the HR professional body and provide lots of useful resources.

Available courses can be found on **Government Campus**

Other organisations/resources you might find helpful working in this area are:

- Acas



Engagement, Wellbeing & Inclusion

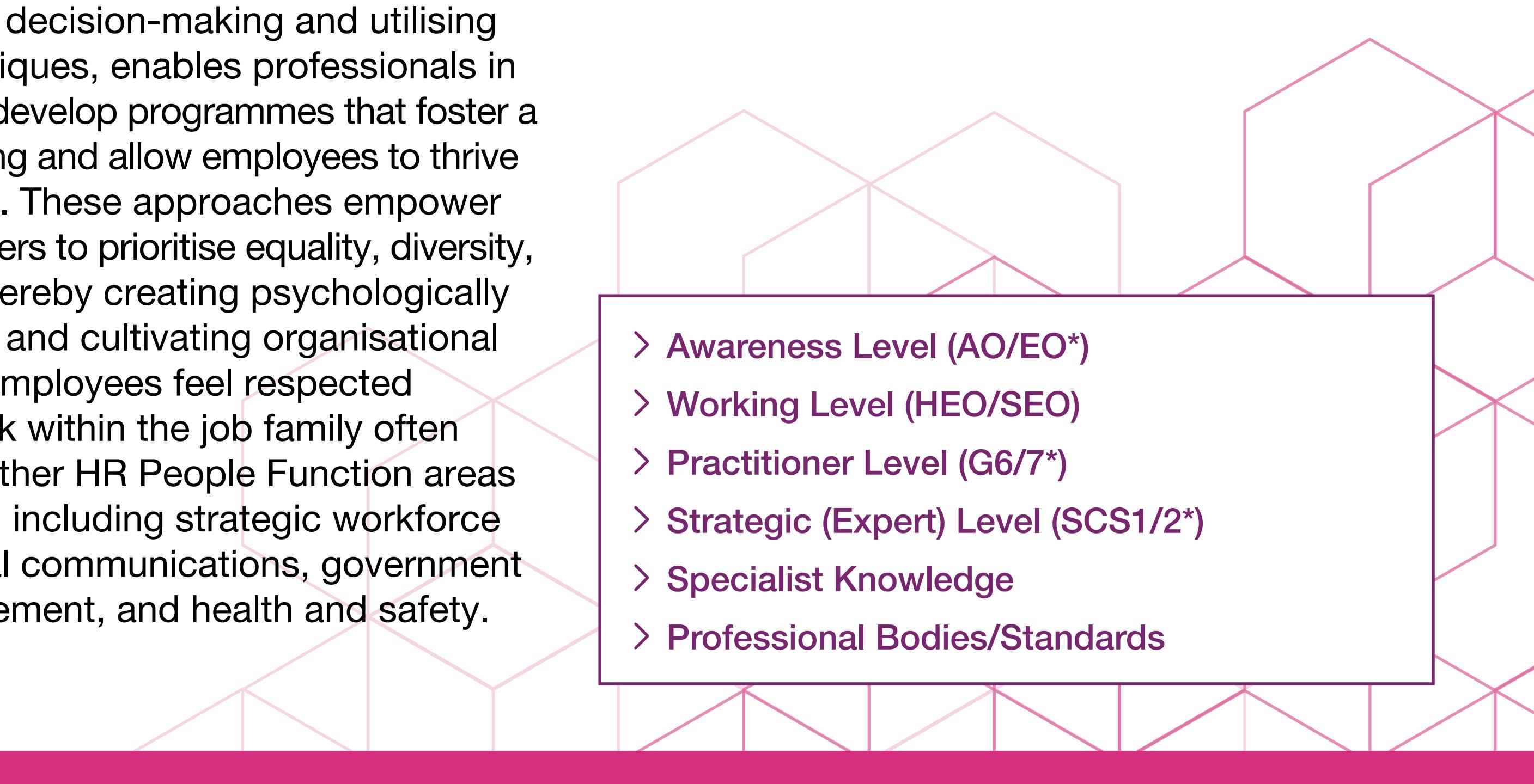


Summary

- **Enabling the organisation to work across boundaries and deliver for the sectors we serve**, through a holistic approach to engagement and wellbeing that gives staff a voice and supports them to be their best, underpinned by a resilient and inclusive culture with development opportunities
- **Enabling individuals to thrive in the workplace** by providing services and programmes dedicated to supporting both mental and physical health
- **Attracting and representing the full diversity of the communities served**. Embracing inclusion to cultivate a workplace environment where all employees feel valued, respected, and empowered to contribute fully, irrespective of their background, identity, or circumstances

By fostering a positive organisational culture, cultivating a diverse community, and engaging employees, roles within the portfolio contribute to a motivated workforce, increased productivity, and higher levels of job satisfaction. Certain positions within this job family may specialise within one of these three areas; while, in some departments, all three elements may be encompassed within a single role.

Evidence-based decision-making and utilising evaluation techniques, enables professionals in the job family to develop programmes that foster a sense of belonging and allow employees to thrive in the workplace. These approaches empower Civil Service leaders to prioritise equality, diversity, and inclusion, thereby creating psychologically safe workplaces and cultivating organisational cultures where employees feel respected and valued. Work within the job family often intersects with other HR People Function areas and professions, including strategic workforce planning, internal communications, government property management, and health and safety.



- Awareness Level (AO/EO*)
- Working Level (HEO/SEO)
- Practitioner Level (G6/7*)
- Strategic (Expert) Level (SCS1/2*)
- Specialist Knowledge
- Professional Bodies/Standards

Engagement, Wellbeing & Inclusion

What work is undertaken in Engagement, Wellbeing & Inclusion?

- Listening, measuring, and organising for impact: Gathering insights to understand employee experience; enabling cross-organisational responses and driving ongoing improvement. Embedding evaluation and continuous feedback to strengthen psychological safety and deliver improved outcomes across the organisation
- Designing evidence-based programmes: Develop wellbeing and inclusion initiatives grounded in data and evaluation, measuring their impact to ensure they effectively support a positive organisational culture, including through the Civil Service Diversity and Inclusion Strategy
- Building an inclusive, organisational culture: Promote inclusive leadership that exemplifies lived values, fosters belonging, and creates fair opportunities for all employees

- Ongoing impact measurement and strategic decision making: Use continuous evaluation and cross-department collaboration to ensure initiatives sustain a healthy, productive, and diverse workplace aligned with organisational strategies

What sort of people work in Engagement, Wellbeing and Inclusion?

Individuals who demonstrate empathy and strong communication skills, with the ability to lead inclusively and advocate for others. Data-informed decision-makers who embrace change, approach challenges with a problem-solving mindset, and work collaboratively to influence and inspire those around them.



Engagement, Wellbeing & Inclusion

Overview per level

Awareness Level (AO/EO*)

At this level you will typically work to support frontline delivery and information gathering across the full range of job family responsibilities. You will follow established procedures, signpost to subject-matter experts (occupational health, line managers, organisational development, health and safety) and assist with engagement and wellbeing activities and data reporting.

Core activities and outcomes at this level include:

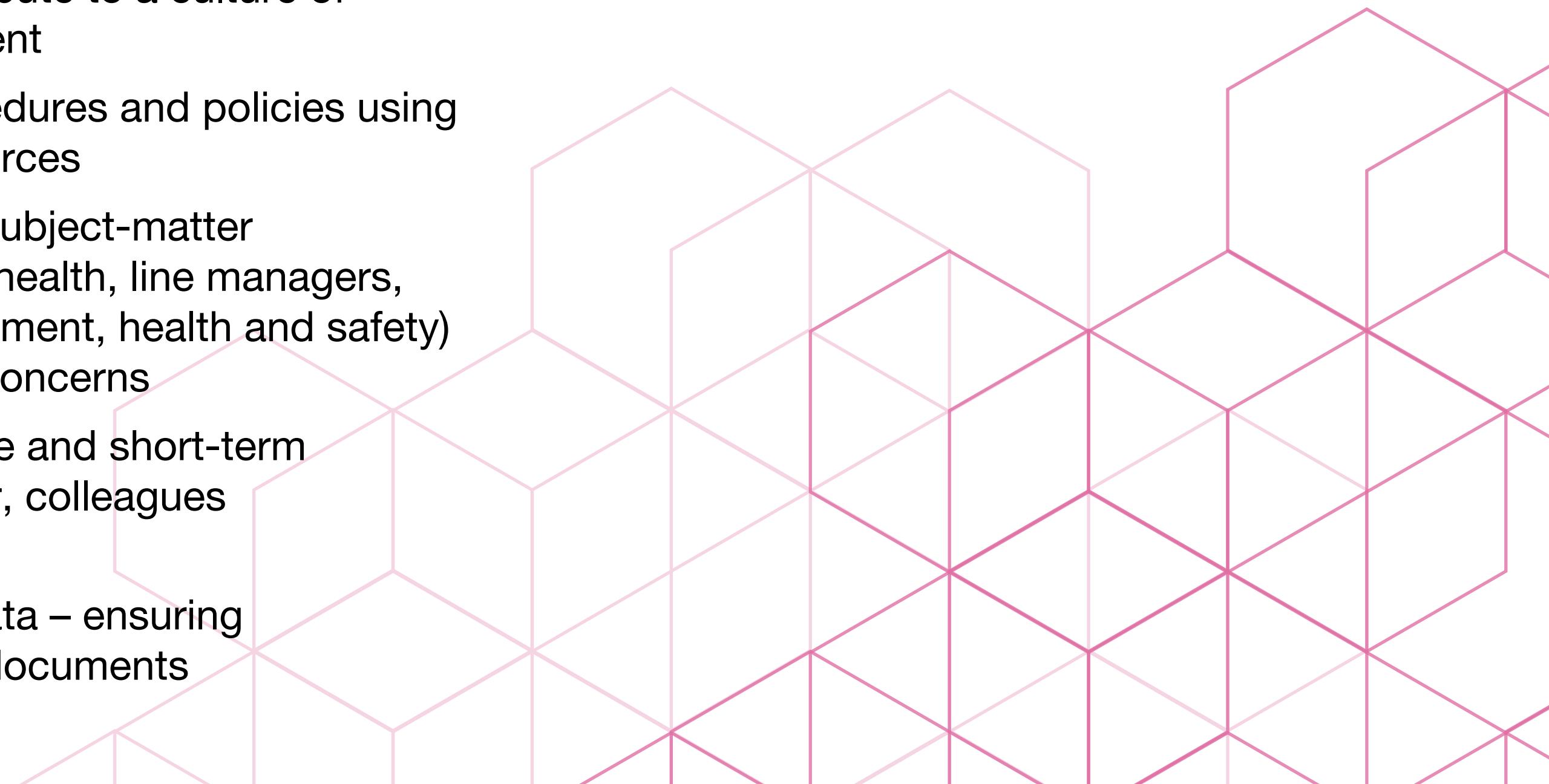
- Tactical, day-to-day task delivery focused on immediate operational needs
- Information gathering and data collection to inform decisions across the job family
- Following established procedures and policies
- Supporting colleagues and customers with routine matters
- Conducting research, collecting, analysing and reporting data
- Dealing with stakeholder queries

- Supporting delivery of engagement initiatives and events (e.g. lunch and learns)
- Drafting reports on a variety of subject matters

Key responsibilities at this level can be:

- Identifying appropriate wellbeing solutions for different situations
- Identifying problems and triaging appropriately to contribute to a culture of continuous improvement
- Applying agreed procedures and policies using available evidence sources
- Signposting different subject-matter experts (occupational health, line managers, organisational development, health and safety) to address wellbeing concerns
- Focusing on immediate and short-term outcomes for manager, colleagues and customers
- Protecting personal data – ensuring GDPR compliance in documents

- Supporting the team to deliver projects and events
- Triaging queries and requests for information from your team
- Undertaking analysis of data and reporting findings to senior management
- Coordinating logistics for surveys, focus groups, and staff forums



Engagement, Wellbeing & Inclusion

Working Level (HEO/SEO)

At this level you will typically work as part of a team delivering operational work with some complexity and contributing to strategic thinking through information analysis. You will provide specialist input on wellbeing, equality, diversity and inclusion (EDI) and engage with senior leaders and networks. Manage EDI and wellbeing projects with central teams, translate data into policies and engagement plans, and collaborate with internal communications, HR policy, L&D, occupational health, and employee networks to embed inclusive wellbeing, engagement and EDI initiatives across the organisation.

Core activities and outcomes at this level may include:

- Operational work with some complexity requiring analytical thinking
- Contributing to strategic thinking around the work area
- Providing expert advice on wellbeing, EDI and engagement issues, possibly to senior leaders and employee networks
- Managing EDI, engagement and wellbeing projects
- Collaborating with cross-government EDI and wellbeing teams, HR policy, internal communications, L&D, and employee networks
- Analysing and interpreting data to inform decisions and advice
- Drafting and advising on EDI, wellbeing policies and engagement products

- Designing and implementing local or departmental engagement plans aligned with organisational strategy
- Supporting managers in implementing inclusive wellbeing practices and engagement activities

Key responsibilities at this level can be:

- Working with and influencing immediate colleagues and customers
- Understanding how different teams support wellbeing and engagement (occupational health, line managers, HRBPs) and your team's role in supporting and educating others on wellbeing
- Educating and supporting managers to address wellbeing issues in a supportive way (recommending resources, peer support, coaching)
- Identifying and monitoring trends through data and qualitative information, and evaluating outcomes of solutions

Engagement, Wellbeing & Inclusion

- Implementing empathetic, person-centred, and flexible approaches within people practices
- Working with stakeholders, including employee networks, to create inclusive workplaces that support good wellbeing and engagement
- Managing projects to embed government and departmental initiatives
- Providing policy advice to a range of stakeholders
- Supporting other HR practitioners' EDI and engagement capability development
- Analysing engagement and wellbeing data to identify trends and recommend improvements
- Managing small-scale engagement projects or workstreams
- Advising management teams on best practice for team engagement and wellbeing conversations
- Liaising with internal communications, HR policy, L&D teams, and employee networks



Engagement, Wellbeing & Inclusion

Practitioner Level (G6/7*)

At this level you will typically lead complex, long-term initiatives. You will apply advanced strategic thinking to influence senior decision-makers, design integrated people practices, and drive organisation-wide change. You will champion wellbeing in line with Civil Service standards, coach leaders, and coordinate cross-department engagement to build inclusive, high-performing teams. You will champion EDI in accordance with the Equality Act 2010, using data to monitor progress.

Core activities and outcomes at this level may include:

- Demonstrating advanced strategic thinking, managing complex delivery areas with an emphasis on long-term value creation for diverse audiences, including wellbeing and engagement outcomes
- Critically evaluating information, applying sound judgement to influence decision-making at senior levels

- Cultivating and influencing a broad range of stakeholders across departments and organisations to support strategic HR, wellbeing, engagement and EDI objectives
- Leading the development of organisation-wide programmes by creating effective links across HR disciplines such as HR Business Partnering, Organisation Development & Design (OD&D), Reward, and wellbeing/engagement specialists
- Leading or contributing to the formulation and delivery of EDI, wellbeing and engagement strategies and policies, championing inclusion and wellbeing within your organisational remit
- Applying high-level influencing and persuasion skills to secure buy-in from senior leaders and ensure effective implementation of strategic policies and initiatives
- Develop and implement new strategies and policies to foster inclusive environments, embed wellbeing and drive cultural change; ensuring alignment with organisational goals and legal compliance, (notably the Equality Act 2010)

- Collaborating with analysts and data teams to measure progress against EDI, wellbeing and engagement outcomes, using data to inform ongoing strategy refinement

Key responsibilities at this level can be:

- Designing and implementing integrated people practices across multiple HR areas, leveraging behavioural science to enhance organisational performance
- Developing change management approaches tailored to organisational culture and strategic objectives, including wellbeing and engagement components
- Coaching senior managers and leaders to navigate stakeholder implications and influence organisational change successfully, with emphasis on wellbeing and engagement
- Strategically leveraging EDI and wellbeing principles to create inclusive, high-performing teams

Engagement, Wellbeing & Inclusion

- Leading evidence-based initiatives to advance the EDI and wellbeing agendas, ensuring compliance with all relevant legislation and standards
- Collaborating with analysts and data teams to measure progress expected outcomes, using data to inform ongoing strategy refinement
- Offering expert policy advice and consultancy to a wide range of stakeholders, fostering cross-sector collaboration
- Leading and coordinating complex engagement programmes across multiple business units to embed cultural change initiatives
- Liaising with internal communications, HR policy, L&D teams, and employee networks to ensure clear communication and scalable training on wellbeing and engagement
- Ensuring governance, risk management and legal compliance for wellbeing, engagement and EDI programmes



Engagement, Wellbeing & Inclusion

Strategic (Expert) Level (SCS1/2*)

At this level you will generally operate organisation-wide, using evidence-based insights to drive major EDI, wellbeing and people-change initiatives. Align priorities with strategy, and engage senior leaders while governing EDI and influencing partners to deliver inclusive, long-term value for the organisation. You will integrate wellbeing and engagement into the organisation's broader strategy and oversee high-impact change programmes.

Core activities and outcomes at this level may include:

- Strategic thinking and delivery with significant complexity, including wellbeing, engagement and EDI considerations
- Developing evidence-based insights to drive organisational change, including people-change initiatives around wellbeing and engagement

- Influencing stakeholders across the organisation, and external partners, to support strategic HR, wellbeing, engagement and EDI objectives
- Creating long-term value for the department through sustained wellbeing and engagement outcomes
- Leading specific projects and programmes that set the foundation for broader organisational impact
- Cultivating senior leadership engagement around EDI, wellbeing and engagement, encouraging creative and strategic thinking about their roles in fostering inclusion
- Aligning EDI, wellbeing and engagement interventions with organisational priorities
- Setting the strategic direction for employee engagement and wellbeing as part of the organisation's broader people and wellbeing strategy

Key responsibilities at this level can be:

- Creating a culture of empathy, inclusivity, wellbeing and engagement within the workforce
- Aligning wellbeing and engagement initiatives with the organisation's strategic objectives to secure ongoing commitment and resource investment
- Shaping the organisation's people strategy to build understanding and capability around wellbeing and inclusion at all levels
- Ensuring the effective delivery of current EDI, wellbeing and engagement strategy, including monitoring progress and outcomes
- Establishing and maintaining governance arrangements for EDI, wellbeing and engagement initiatives
- Supporting Permanent Secretaries and senior leaders in addressing EDI, wellbeing and engagement issues, providing expert advice and leadership

Engagement, Wellbeing & Inclusion

- Leading consultations with national trade unions, ensuring their engagement and contributions are integrated
- Embedding engagement and wellbeing priorities within organisational performance measures and resource planning
- Influencing ministers, senior stakeholders, and external partners on workforce culture, engagement, wellbeing and inclusion agendas
- Providing policy advice on EDI, wellbeing and engagement developments to a wide range of stakeholders, fostering cross-sector collaboration
- Leading work to liaise with internal communications, HR policy, L&D teams, and employee networks to ensure clear communication and scalable training on wellbeing and engagement
- Ensuring governance, risk management and legal compliance for EDI, wellbeing and engagement programmes



Engagement, Wellbeing & Inclusion

Specialist Knowledge

The suggested areas of Specialist Knowledge within the HR Professional Standards are:

- Wellbeing
- Equality, Diversity and Inclusion
- Employee Experience

Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- Wellbeing
- Equality, Diversity and Inclusion
- Employee Engagement
- Available courses can be found on Government Campus

Other organisations/resources you might find helpful working in this area are:

- D&I leaders is a source for free webinars to support EDI practice
- Civil Service wellbeing standards



HR Business Partnering

Summary

HR Business Partners have a critical role in identifying, developing and delivering people interventions in line with business objectives. They work in partnership with senior leaders to develop people solutions that enable the organisation to achieve its objectives. The role will vary across the Civil Service depending on the remit of the department, directorate and the leaders being partnered. Business Partners operate across both strategic and business as usual activity, connecting and influencing a variety of stakeholders including business leaders, HR centres of excellence. They often work with other functional teams such as finance, communications and commercial.

What work is undertaken in HR Business Partnering?

HR Business Partners operate at a strategic level, partnering with senior leaders to challenge, shape and deliver the organisation's people strategies

and transformational change. They provide business insight into the development and delivery of people strategies, enabling improved outcomes now and in the future.

HRBPs achieve this by following four core principles:

- **Partnering:** Act as a strategic partner, working closely with senior leaders to drive people strategies that enable departments and ALBs to deliver their objectives
- **Solving:** Provide strategic input on HR topics and help leaders develop effective people solutions
- **Connecting:** Help their organisation draw on appropriate expertise and shared service support; build networks across functions and with HR centres of excellence and shared services
- **Coaching:** Coach leaders to perform effectively, develop capability and sustain change, driving the people agenda while navigating ambiguity

What sort of people work in HR Business Partnering?

HR Business Partners need to be resilient and able to adapt and learn quickly to meet the challenging and changing demands of the role. HR Business Partners have strong problem-solving skills and the ability to deliver timely, pragmatic changes and provide advisory support to address People issues. HR Business Partners work across many HR job families, with an expectation of knowledge across multiple areas of HR, alongside sound business acumen.

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO*)
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

HR Business Partnering

Overview per level

Awareness Level (AO/EO*)

HR Business Partnering roles start at Working Level. This is because of the complexity and, very often, the scale of the work. This should not deter people wanting to make a career in HR Business Partnering. There are many other HR job families (e.g. Casework and HR Operations) with roles at AO/EO level that will help to provide a grounding to pursue a career in HR Business Partnering in the future.

Working Level (HEO/SEO*)

At this level you typically work as part of a wider HRBP team supporting HR Business Partners in the four core principles that allow them to deliver (partnering, solving, connecting, coaching). You can expect to act as a 'critical friend' and coach to a senior leadership team and their business area or lead specific projects on HR topics.

Core activities and outcomes at this level may include:

- Analysing data and identifying trends in HR metrics
- Applying HR knowledge to solve business challenges
- Providing business feedback to HR centres of excellence to inform departmental HR strategies
- Coaching and influencing stakeholders in all aspects of HR e.g. EDI, leadership, employee engagement, capability & talent etc
- Building strong, trusting relationships with stakeholders and networks
- Working in partnership with colleagues from other job families to achieve business objectives e.g. OD&D

Key responsibilities at this level can be:

- Leading on specific projects or interventions to support HR Business Partners and address specific workforce challenges e.g. reducing sickness absence
- Delivering HR Business Partner services to a particular client base as part of a wider HR Business Partner team
- Maintaining a good awareness of business insights and challenges, acting as an enabler of change in the business and commissioning and designing HR interventions as appropriate

HR Business Partnering

Practitioner Level (G6/7*)

At this level you typically work as a HRBP or Senior HRBP and are often the 'front door' to HR for senior leaders. You can expect to act as a strategic partner and coach to a senior leadership team. You will be shaping and influencing people strategies that enable your business areas to deliver and will focus on the four principles of HR Business Partner delivery.

Core activities and outcomes at this level may include:

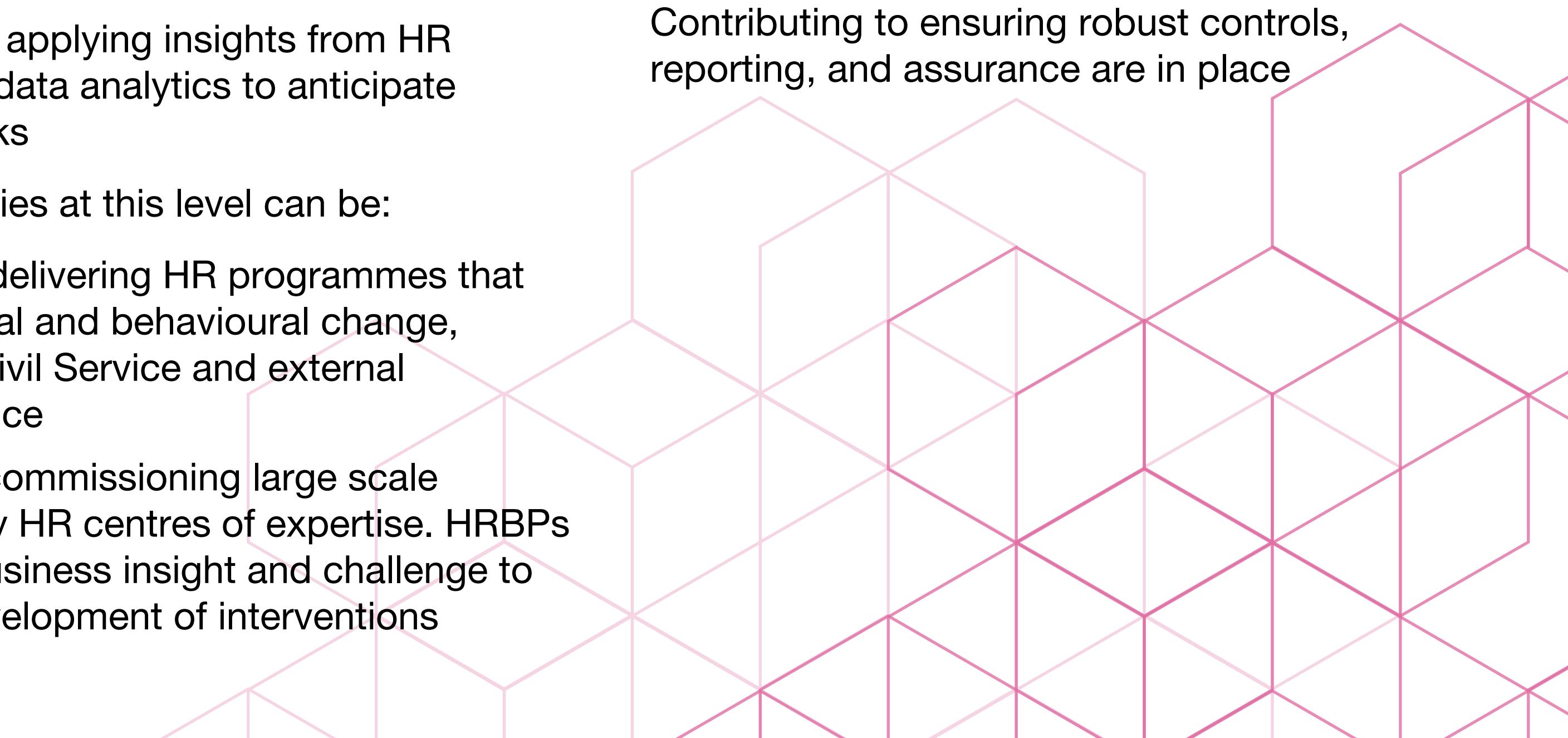
- Strategic partnering: Contributing to the business conversation by supporting leaders to drive people strategies that enable the organisation to deliver
- Solving: Providing strategic input on HR topics and helping leaders develop effective people solutions
- Connecting: Helping the organisation draw on appropriate centres of expertise and shared service support

- Coaching: Coaching leaders on how to manage people issues and drive the people agenda effectively. This may also involve mentoring and coaching to support capability development at all leadership levels
- Leading and developing other HR Business Partners and Associate HRBPs
- Continuously evaluating the impact of internal and external influences on the workforce and responding appropriately
- Analysing and applying insights from HR and business data analytics to anticipate trends and risks

Key responsibilities at this level can be:

- Creating and delivering HR programmes that support cultural and behavioural change, informed by Civil Service and external HR best practice
- Designing or commissioning large scale projects led by HR centres of expertise. HRBPs will provide business insight and challenge to inform the development of interventions

- Working with business areas to develop workforce plans to ensure they have the resources and skills required to deliver now and in the future
- Driving up the standard of leadership and people management across the organisation and embedding a culture of continuous improvement
- Championing governance, compliance, and risk management for HR programmes. Contributing to ensuring robust controls, reporting, and assurance are in place



HR Business Partnering

Strategic (Expert) Level (SCS1/2*)

Individuals at this level typically partner with other senior leaders to shape and oversee the delivery of HR interventions in alignment with the organisation's strategic direction. This will include building organisational capability and capacity, strengthening leadership, attracting and retaining talent and embedding inclusive practices. You may operate across multiple job families.

Core activities and outcomes may include:

- Acting as a trusted adviser to the senior leadership team, providing insight and challenge to drive strategic people decisions
- Coaching senior leaders to optimise capability and capacity, developing leadership pipelines and enhancing line-manager capability across the organisation
- Applying deep expertise of behaviour, culture, organisational design and systems to enable sustainable change and improved effectiveness
- Leading or sponsoring major change programmes, translating strategic ambitions into deliverable initiatives with measurable outcomes

Key responsibilities can be:

- Setting the direction for the people strategy across business areas to deliver clear, sustainable outcomes
- Ensuring robust HR analytics across the business; translate data into actionable insights and governance to inform decisions
- Maintaining accountability for policy compliance, risk management and alignment with employment law and regulatory requirements
- Collaborating with cross-functional leaders to drive strategic workforce transformation and optimise organisational design and capability



HR Business Partnering

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- Employee Relations
- Employee Experience
- Equality, Diversity and Inclusion
- Learning and Development
- People Analytics
- Wellbeing
- Resourcing and Workforce Planning
- Organisational Design and Development
- Talent Management

Professional Bodies/Standards

The **CIPD** is the HR professional body and provide lots of useful resources.

Other learning resources you might find helpful working in this area are:

- HRBP Development Pathway: for internal civil servants a HRBP Community of Practice and HRBP Development Pathway is in place. Which includes suggested learning as you progress through your career as a HRBP. Please speak to your departmental HRBP team lead about this.



HR Operations



Summary

HR Operations spans a large job family with unique roles and experiences across diverse organisational contexts. The work is inherently interdisciplinary, spanning not only HR teams but close collaboration with digital, estates, security, legal, risk, information governance, payroll, occupational health and other corporate functions. Key areas include:

- **Departmental in-house shared services:** joiners (recruits, loans, secondments); leavers (resignations, dismissals, exit schemes); pay systems (in-year bonuses and pay reviews); payroll and assurance for HR processes
- **Departmental operations supplier management:** contracts with organisations such as MyCSP, Shared Services and occupational health; oversight of compliance activities (e.g. National Fraud Initiative) and legal risk management

- **Cabinet Office pensions team:** collaboration with key stakeholders to ensure accurate and timely pension benefits for members of the Civil Service and Royal Mail pension schemes

What work is undertaken in HR Operations?

Across all areas, a focus on continuous improvement, operational efficiency and customer service is essential. Roles require ongoing efforts to enhance service delivery and adapt to change, with multi-level engagement across internal and external stakeholders.

Relationship management is a core component: significant time is dedicated to building and sustaining trusted relationships at all levels across departments, with suppliers and with senior leaders to shape services, manage expectations and co-create effective solutions.

A strong data-driven approach underpins decision-making, governance, compliance and process optimisation. Understanding policies and legislation (including pay and pensions legislation) and data security obligations such as Subject Access Requests and personnel security is crucial to maintaining operational integrity and compliance.

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO*)
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge

HR Operations

What sort of people work in HR Operations?

A stimulating, fast-paced environment with ample opportunities for personal and professional development. Successful candidates will collaborate across functions, manage stakeholder relationships, and deliver high-quality services for the Civil Service.

Individuals who bring their own expertise and experience, support and inspire others and are motivated by a proactive can-do attitude.

Energy, motivation and a commitment to continuous improvement are key, alongside an understanding of policies, legislation and data governance.

Demonstrable experience in relationship management and cross-functional collaboration is essential, including the ability to navigate cross-government teams (for example digital, estates, security) and to build and sustain partnerships with customers and suppliers to deliver effective HR services.



HR Operations

Overview per level

Awareness Level (AO/EO*)

At this level, your role centres on delivering reliable customer service and supporting continuous service improvements. You may handle routine tasks while developing a broader understanding of HR Operations through exposure to various activities and processes. This level provides the building blocks for operational competence, customer engagement and the progression towards more specialised knowledge and responsibilities. You would be expected to identify opportunities for continuous improvement.

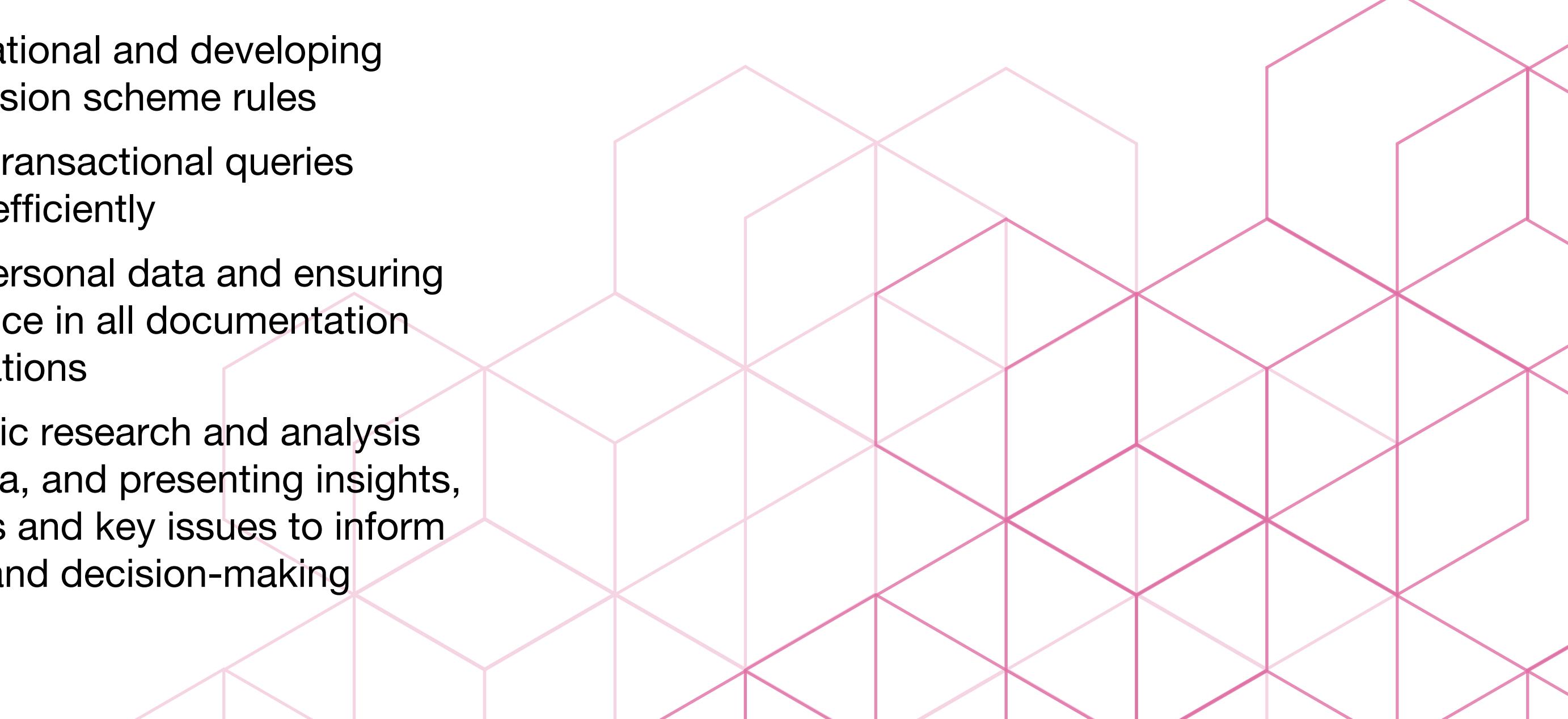
Core activities and outcomes at this level may include:

- Familiarisation with the rules of different pension schemes and applying this understanding when supporting customers, stakeholders and colleagues

- HR Operations: carrying out a variety of administrative activities, including health and safety management, workplace adjustments and supporting project tasks to enhance operational efficiency
- Continuous improvement use case development, actively identifying opportunities to improve processes

Key responsibilities at this level can be:

- Applying foundational and developing expertise in pension scheme rules
- Responding to transactional queries accurately and efficiently
- Safeguarding personal data and ensuring GDPR compliance in all documentation and communications
- Conducting basic research and analysis from source data, and presenting insights, emerging trends and key issues to inform team activities and decision-making



HR Operations

Working Level (HEO/SEO*)

At this level, roles focus on operational delivery, contract management and supporting process improvements. You may oversee work areas such as pensions support teams, Civil Service recruitment processes, or departmental functions like payroll, ensuring services meet quality standards. This level emphasises leadership in operational management, stakeholder engagement and proactive service enhancement. Identifying and developing processes that continuously improve service delivery will be key at this level.

Core activities and outcomes at this level may include:

- Acting as the point of escalation for operational issues, such as pension queries or service disruptions, and applying guidance to resolve problems effectively
- Collaborating with a broad range of internal and external stakeholders on change projects, influencing outcomes and supporting smooth implementation

- Identifying opportunities for continuous improvement and contributing to the development of them to inform service design and delivery

Key responsibilities at this level can be:

- Leading operational teams to consistently deliver high-quality services
- Developing team capability through coaching and support to ensure excellent customer support
- Monitoring that guidance and advice from the team align with any service level agreements
- Escalating issues promptly and taking appropriate action to resolve problems
- Continuously reviewing and challenging systems and processes driving improvements to enhance service delivery and achieve operational excellence
- Networking with peers and stakeholders to identify options for innovation that drive service improvement



HR Operations

Practitioner Level (G6/7*)

At this level, responsibilities involve leading on operational policies and procedures, supporting team development and delivering expert advice to customers and stakeholders. You play a key role in managing change initiatives and representing your department's interests in broader professional settings.

Core activities and outcomes at this level may include:

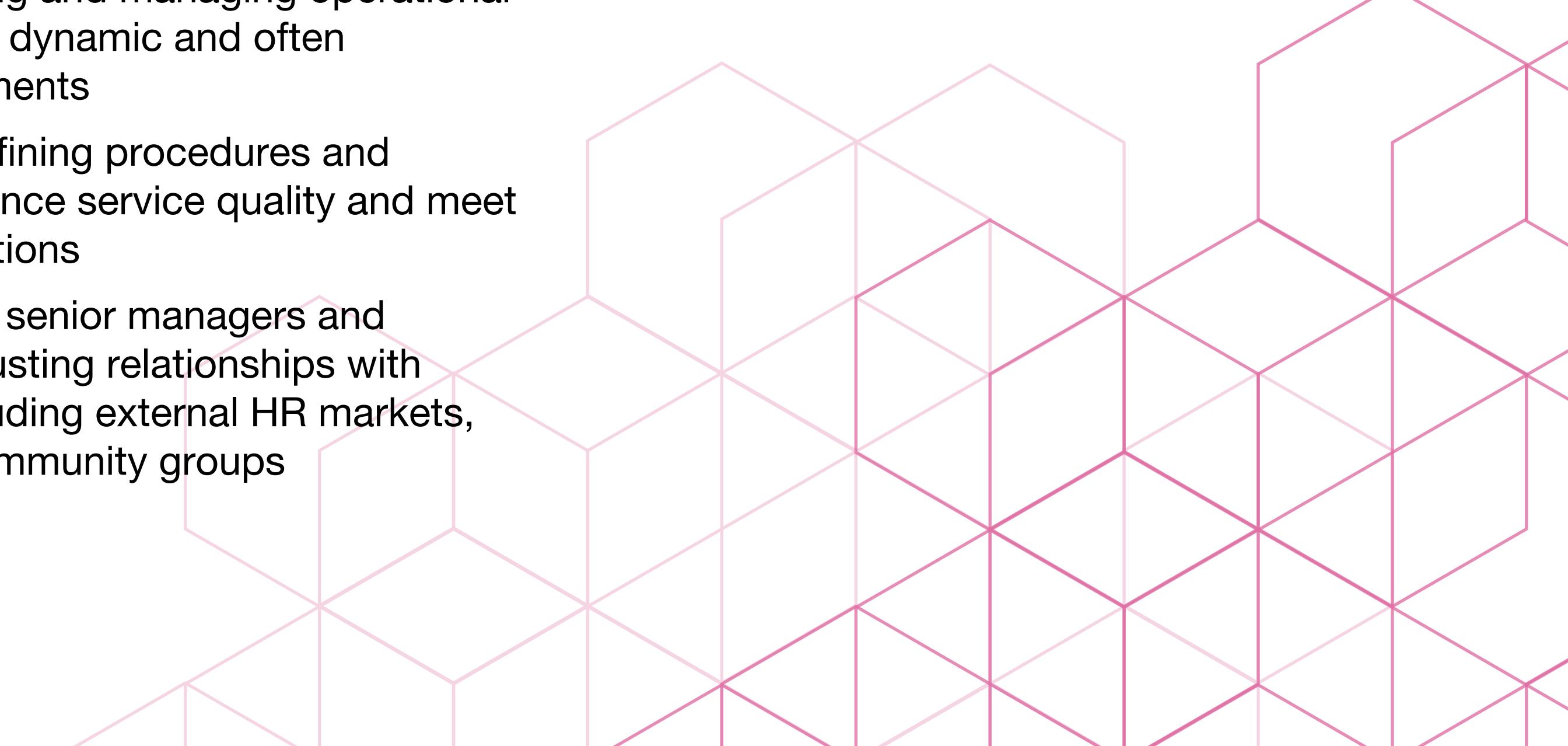
- Analysing data and conducting reviews during pensions change exercises to inform decisions
- Managing the resolution process for customer complaints, ensuring appropriate follow-up and learning
- Contributing to project and programme work aimed at implementing organisational change
- Acting as a departmental representative in external forums or broader professional networks

- Providing strategic and technical advice to your department and external stakeholders to support informed decision-making
- Identifying opportunities for continuous improvement and leading projects
- Networking with internal and external stakeholders to identify and develop innovative improvements

- Supporting continuous improvement through proactive process review and innovation
- Providing assurance to internal governance and supporting external audits from GIAA, NAO, CS Commissioners, HMRC Employer Compliance

Key responsibilities at this level can be:

- Leading, supporting and managing operational teams in complex, dynamic and often uncertain environments
- Developing and refining procedures and processes to enhance service quality and meet customer expectations
- Collaborating with senior managers and building strong, trusting relationships with stakeholders, including external HR markets, specialists and community groups



HR Operations

Strategic (Expert) Level (SCS1/2*)

At this level, individuals will provide leadership that is highly visible, motivating, and supportive, shaping organisational strategy and fostering a culture of excellence. This level emphasises strategic influence, transformational leadership, stakeholder engagement, and a commitment to ongoing service enhancement. In addition, SCS leaders are likely to be final decision makers for certain types of complaints or appeals and will often hold cross-cutting leadership roles across functions and/or departments.

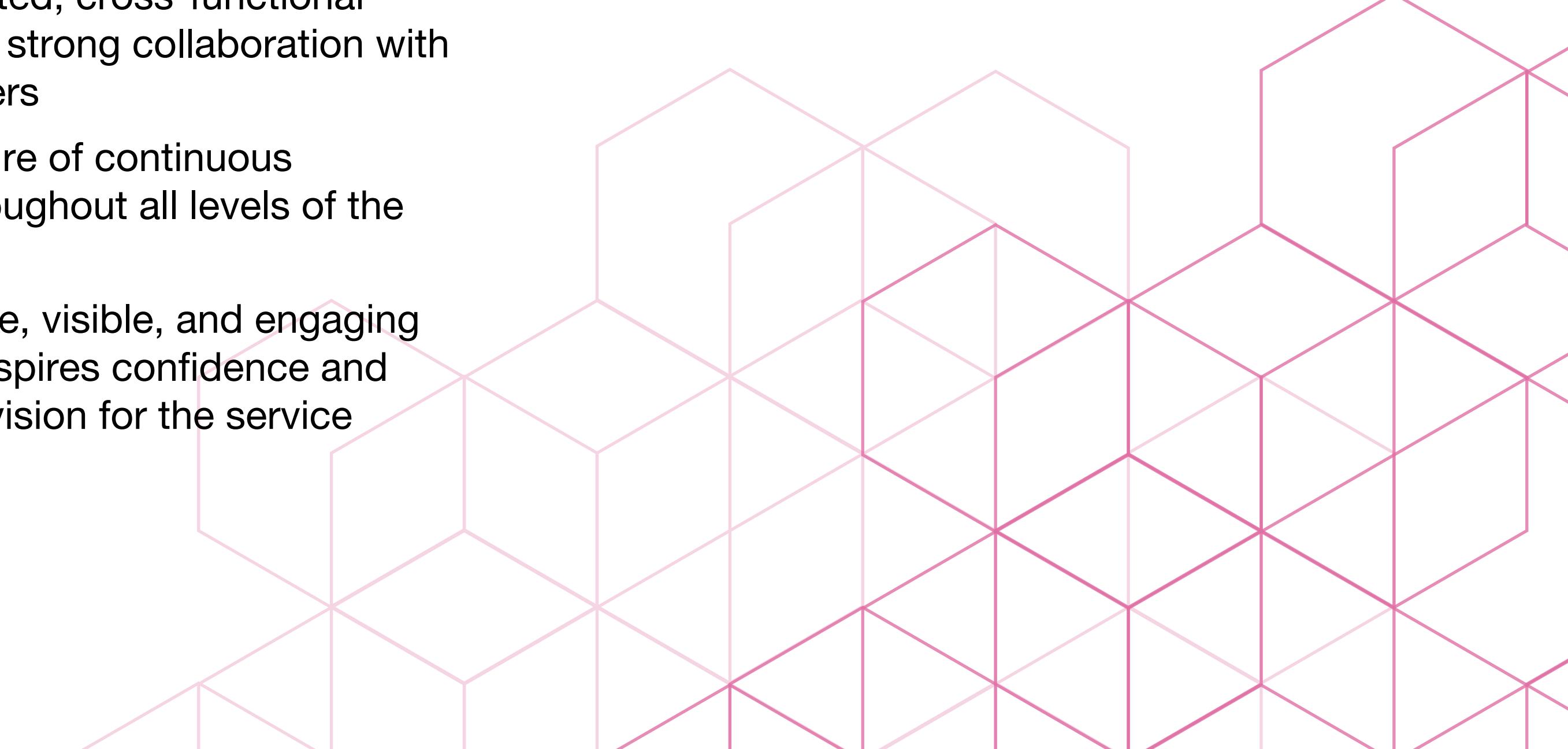
Core activities and outcomes at this level may include:

- Enhancing end-to-end efficiency across the entire supply chain or service delivery process
- Managing the flow of work and setting strategic priorities to ensure organisational objectives are met effectively
- Cultivating and maintaining complex relationships with key internal and external stakeholders to support strategic goals

- Sponsoring significant transformation and change initiatives

Key responsibilities at this level can be:

- Developing workforce capacity and capabilities to meet current demands and future organisational needs
- Leading by example to achieve high levels of customer service, anchored in clear, well-defined service standards
- Delivering integrated, cross-functional solutions through strong collaboration with other senior leaders
- Promoting a culture of continuous improvement throughout all levels of the organisation
- Providing inclusive, visible, and engaging leadership that inspires confidence and fosters a shared vision for the service



HR Operations

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- People Analytics
- Employee Relations
- Professional Bodies/Standards
- The CIPD is the HR professional body and provide lots of useful resources

Other organisations/resources you might find helpful working in this area are:

- Project Delivery
- Chartered Institute of Internal Auditors
- Contract Management
- UK Payroll, Pensions & Training for Professionals | CIPP



Organisational Design and Development



Summary

OD&D practitioners help organisations understand their current states and work towards a desired future. They identify issues and opportunities, supporting people, teams, and organisations to deliver effective and impactful change. This involves applying behavioural science, systems thinking, and a systemic approach to enable organisational effectiveness.

What work is undertaken in OD&D?

As OD&D consultants, a systemic approach and behavioural science are used to help organisations and their people succeed. Work spans multiple areas including; design, structures, frameworks, systems, policies, metrics, and role design and development, culture, capability, values, behaviours, and relationships. Collaboration across departments, the entire Civil Service, and with senior decision-makers is fundamental.

Key skills include the ability to collaborate effectively, influence decision-making, and negotiate with tact, guiding organisations without dictating outcomes. Resilience, adaptability, and the confidence to speak truth to power are essential personal attributes.

OD&D roles typically start at Working Level due to the scope, complexity, and scale of the work. This offers ample opportunity for career development and impact.

What sort of people work in OD&D?

Individuals with strong collaboration and networking skills across HR, business experts, and government departments. Resilience and adaptability are vital for navigating fast-paced change and challenging demands.

People should be skilled in influence and negotiation, guiding clients to make optimal decisions confidently and tactfully. The ability to engage in honest, challenging conversations with senior leaders and assess the effectiveness of design work and processes, using robust evaluation methodologies that can also inform benefits realisation, is also essential.

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO)*
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

Organisational Design and Development

Overview per level

Awareness Level (AO/EO*)

Roles in OD&D begin at Working Level

Working Level (HEO/SEO)*

At this level, typically you collaborate with colleagues to identify opportunities for improvement and support organisation development and design initiatives or programmes within teams and across departments. Some OD&D teams in the Civil Service include roles dedicated to facilitating development activities, often working alongside more experienced practitioners to build skills and support project delivery.

Core activities – Organisation Design at this level may involve:

- Assisting in the delivery of small-scale Organisation Design projects
- Analysing organisational data and diagnostics to inform organisational effectiveness
- Contributing to the development of capability maps to inform design decisions
- Engaging with key stakeholders to gather insights and support change

Core activities – Organisation Development at this level may include:

- Conducting client interviews or conversations to understand needs
- Supporting the design and facilitation of workshops
- Assisting in delivering capability-building interventions

Key responsibilities at this level can be:

- Working with clients to review systems and processes, aiming to enhance efficiency
- Interpreting data to provide evidence-based insights and recommendations
- Supporting the evaluation of interventions to ensure effectiveness
- Contributing to the delivery of people-centred change initiatives within complex environments

Organisational Design and Development

Practitioner Level (G6/7*)

At this level, roles encompass both delivering OD&D (designing and delivering interventions) and leading OD&D (being responsible for managing the outputs of other practitioners). You will operate at various levels within the organisation, contributing to both operational and strategic initiatives.

Core activities – Organisation Design at this level may include:

- Analysing and using data, analytics, and benchmarks to inform design decisions
- Co-creating high-level strategies, evolving business models, and setting overarching design principles

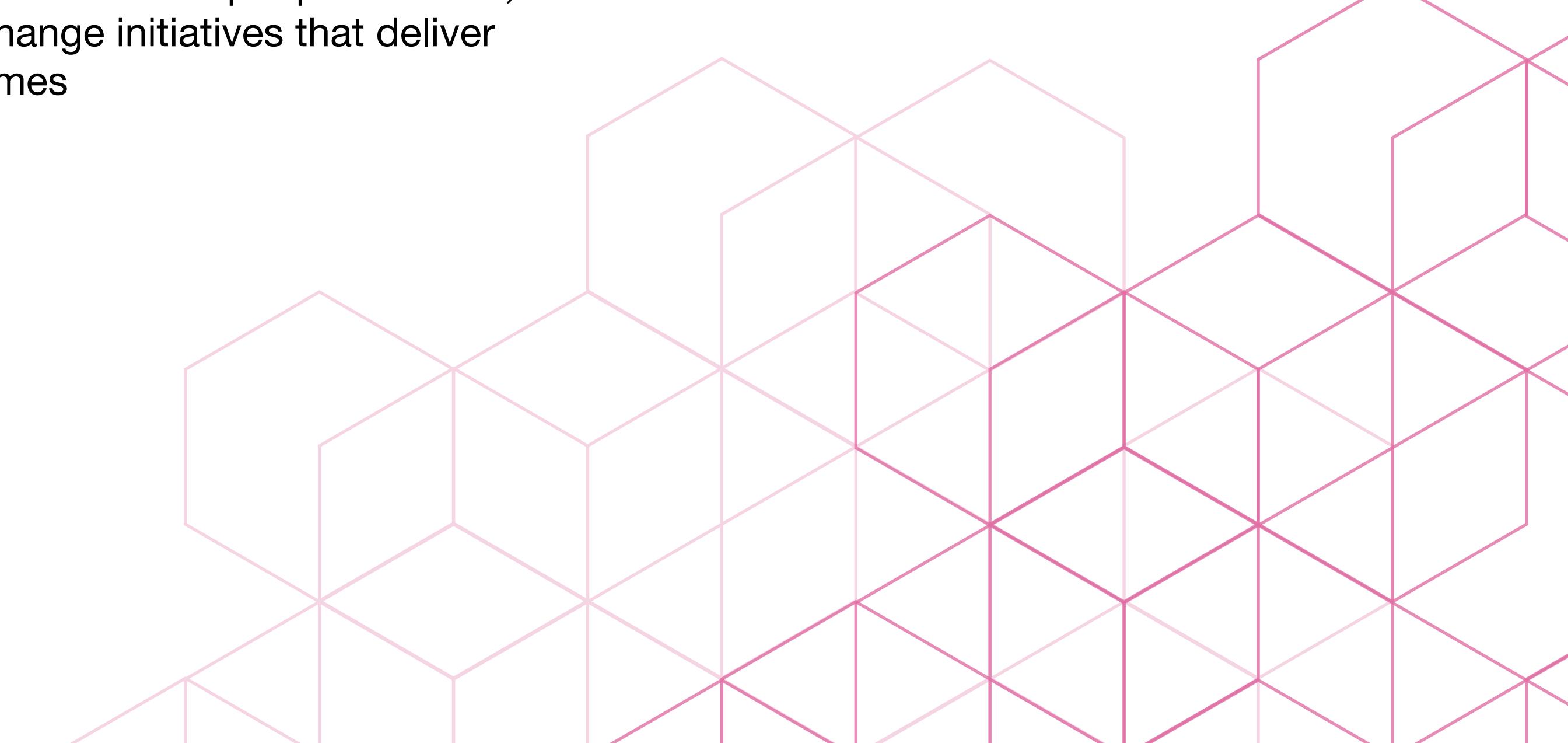
Core activities – Organisation Development at this level may include:

- Providing specialised consulting support to internal clients
- Scoping business and people change requirements, applying change models practically

- Demonstrating understanding of system theory to influence organisational change

Key responsibilities at this level can be:

- Using evidence, data, and customer feedback to identify strategic OD&D priorities and develop effective interventions
- Identifying organisational capability requirements and enabling development to meet strategic objectives
- Leading the implementation of people-centred, transformational change initiatives that deliver measurable outcomes



Organisational Design and Development

Strategic (Expert) Level (SCS1/2*)

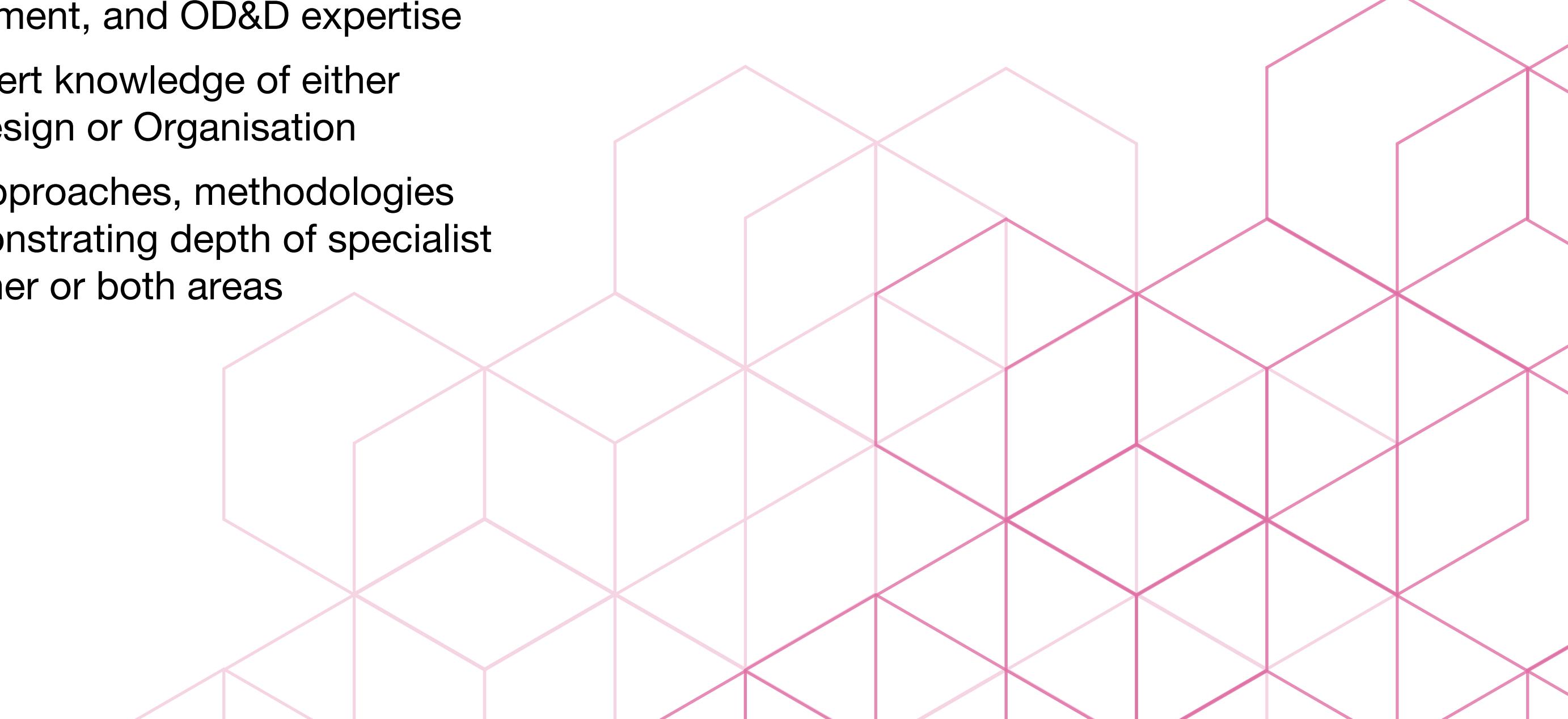
At this level, OD&D roles are diverse, spanning various areas across the Civil Service, providing opportunities to develop and specialise your practice. The scope ranges from creating tailored departmental strategies to designing and implementing cross-departmental frameworks.

Core activities and outcomes at this level may include:

- Developing comprehensive Organisation Design and/or Organisation
- Development strategies and business models aligned with organisational objectives
- Leading and overseeing the delivery of OD&D services, projects, and interventions to ensure impactful outcomes

Key responsibilities at this level can be:

- Analysing and synthesising complex data and evidence to make critical decisions, shape policies, and influence senior stakeholders across departments
- Using insights to formulate effective recommendations, identify risks, and create value across the organisation
- Driving transformation and improving performance through collaborative leadership, people management, and OD&D expertise
- Possessing expert knowledge of either Organisation Design or Organisation
- Development approaches, methodologies and tools, demonstrating depth of specialist capability in either or both areas



Organisational Design and Development

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- Organisation Development and Design

Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- Fact sheets: Organisation Design
- Fact Sheets: Organisation Development
- Available courses can be found on Government Campus

Other organisations/resources you might find helpful working in this area are:

- Mayvin
- The ODP (Organisational Development Practitioners) App
- ODN Europe (The European professional association of Organisation Development practitioners)
- EODF (European Organisation Design Forum)

If you are interested in joining the cross-government network please email odpenquiries@cabinetoffice.gov.uk



People Analytics



Summary

People Analytics is a vital, evidence-based discipline that uses both qualitative and quantitative data to inform and influence strategic decision-making across the Civil Service.

Its primary aim is to apply people data to improve organisational practices. Whether attracting talent, enhancing workforce efficiency, or improving colleagues' experiences, enabling responsible management of resources and effective workforce planning.

Supporting various job families including HR Operations, it fosters organisational optimisation through innovative and responsible data use, embracing new technologies and tools.

Roles are dynamic and rewarding, seeking curious, ethical analysts committed to continuous development and leveraging cutting-edge solutions to drive organisational excellence.

What work is undertaken in People Analytics?

Roles within People Analytics may vary across the Civil Service, but typically involve understanding the organisation's data landscape and aligning reporting and analytical outputs with strategic goals.

This work includes generating insights, managing data collection and quality assurance, automating processes, developing business intelligence, conducting statistical analysis, and applying soft skills such as problem structuring and systems thinking.

People analysts are expected to understand and report key workforce metrics like turnover and recruitment, along with the activity influencing these measures.

Collaboration with colleagues across different job families and functions is essential in supporting the People Function to deliver evidence-based practices and informed decision-making.

What sort of people work in People Analytics?

Individuals with a strong analytical mindset characterised by curiosity and integrity. They should be capable of interpreting complex data and explaining findings to non-technical audiences.

A good understanding of HR metrics and organisational context is essential. The ability to work collaboratively with diverse stakeholders and support data collection and comprehension is vital for success in this profession.

- Awareness Level (AO/EO*)
- Working Level (HEO/SEO)*
- Practitioner Level (G6/7*)
- Strategic (Expert) Level (SCS1/2*)
- Specialist Knowledge
- Professional Bodies/Standards

People Analytics

Overview per level

Awareness Level (AO/EO*)

Core activities and outcomes at this level may include:

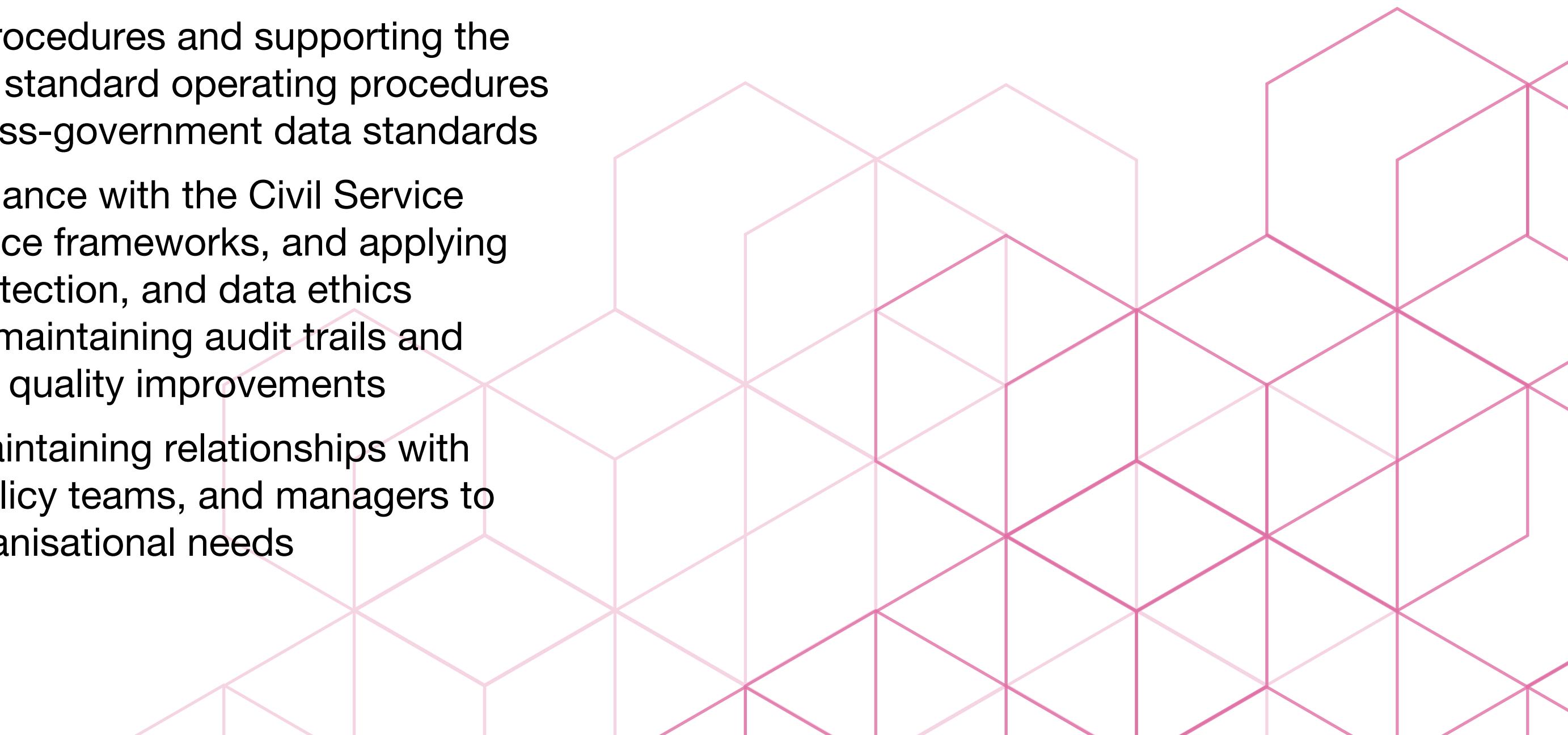
- Retrieving, processing, and validating data from HR information systems, payroll, surveys, and learning systems
- Maintaining comprehensive data dictionaries and documentation to ensure consistency
- Producing standard HR metrics and MI reports. Covering turnover, recruitment, headcount, diversity and absence
- Refreshing data in monthly or quarterly cycles
- Developing and publishing clear dashboards and briefs tailored for non-technical audiences
- Conducting trend analysis, cohort studies, and simple forecasts
- Assisting in evaluating the impact of HR interventions and workforce planning scenarios

- Helping design basic evaluation plans and capturing outcomes effectively
- Creating clear visuals and developing concise narratives to communicate findings effectively

Key responsibilities at this level can be:

- Engaging with Civil Service learning communities, networks, and undertaking continuous professional development (CPD)
- Documenting procedures and supporting the development of standard operating procedures aligned with cross-government data standards
- Ensuring compliance with the Civil Service Code, governance frameworks, and applying GDPR, data protection, and data ethics controls. While maintaining audit trails and supporting data quality improvements
- Building and maintaining relationships with HR partners, policy teams, and managers to understand organisational needs

- Explaining findings in plain language and translating analytics into practical actions to support evidence-based HR practice and decision-making
- Analysing data to ensure quality and effectiveness including at input stage through building relationships with operational teams and key stakeholders



People Analytics

Working Level (HEO/SEO)*

Core activities and outcomes at this level may include:

- End-to-end analytics delivery, including advanced analysis and modelling. Translating complex findings into clear, actionable insights for stakeholders through compelling storytelling and tailored management information
- Scope analysis projects with HR policy teams, source and prepare data, perform quality checks, and deliver insights and recommendations
- Conduct more complex analyses (multivariate analyses, cohort tracking, forecasting, scenario planning) and develop predictive or prescriptive models to inform workforce planning and policy design
- Maintaining data dictionaries, data lineage, and governance artefacts; oversee privacy, security, and data ethics controls across analytics work

- Leading the production of MI packs, dashboards and briefing materials for senior stakeholders. Automate recurring reports where feasible
- Cultivating strong working relationships with HR policy teams, department heads and senior managers; translate analytics into actionable policy options
- Supporting the delivery of policy evaluation and impact assessment
- Designing and implementing evaluation plans for HR interventions, measure outcomes, ROI and policy impact and present findings to decision-makers
- Project and programme management
- Share best practices, align with government data standards, and collaborate with colleagues across departments on common analytics issues
- Handling complex data requests responsibly (including sensitive data), assessing and mitigating data risks; ensure auditability and compliance

Key responsibilities at this level can be:

- Producing timely, accurate, and well-communicated insights that influence workforce strategy and programme design
- Exercising strong governance and data protection discipline
- People leadership and capability-building (including a team and wider organisation contributions) including coaching and upskilling team members
- Building and maintaining stakeholder trust. Manage expectations, communicate clearly with non-technical audiences, and provide evidence-based recommendations to senior leaders
- Safeguarding data security and privacy. Overseeing access controls, data classifications, and response to data requests; ensure good data stewardship

People Analytics

Practitioner Level (G6/7*)

Core activities and outcomes at this level may include:

- Advising on policy design and programme impact, ensuring data capture and analysis are integrated with HR teams from the outset, and overseeing evaluations and outcomes
- Guiding complex analyses (multivariate analyses, cohort tracking, forecasting, scenario planning) and the development of predictive or prescriptive models to inform policy design and workforce planning
- Ensuring analytical approaches align with best practices and address data quality issues
- Leading the design and implementation of robust evaluation plans, overseeing the measurement of outcomes and ROI and ensuring effective reporting on policy effectiveness
- Managing analytics work streams or small programmes, strategically monitoring timelines, risks, and quality. Facilitating coordination with other teams

- Monitoring procedures and championing the development of Standard Operating Procedures (SOPs). Promoting cross-government data standards and best practices, ensuring adherence to data governance principles and security protocols
- Sharing methods and insights across the organisation and with senior leaders; aligning with whole-of-government data standards; and contributing to cross-department initiatives
- Fostering a data-driven culture, both within HR and with business consumers of analysis
- Leading on mentoring and coaching of junior analysts, contributing to team performance and capability-building, and addressing skill gaps
- Setting and owning the department's analytics and data strategy aligned to policy priorities
- Owning, prioritising and delivering a portfolio of analytics programmes (workforce planning, policy evaluation, impact assessments) with clear outcomes and milestones

- Managing risks, dependencies and interdependencies across programmes. Ensuring quality assurance and benefits realisation

Core activities and outcomes at this level may include:

- Overseeing data architecture decisions and the integration of diverse data sources (HRIS, payroll, surveys, performance systems)
- Leading and developing managers and analysts, drive succession planning, performance management and a strong analytics culture and promote inclusive leadership
- Representing the department in cross-government analytics communities, align with whole-of-government data standards and foster joint analytics initiatives
- Championing clear, compelling communication of insights to non-technical audiences. Articulate policy impact, ROI and risk mitigation

People Analytics

Key responsibilities at this level can be:

- Delivering trusted analytics to inform policy and HR decision-making, acting as a key interface between senior leaders and analytical outputs
- Building and maintaining trust with policy leads, senior managers, and stakeholders, ensuring they are using data correctly and addressing security concerns, and effectively communicating recommendations to non-technical audiences
- Taking ownership of evaluation design and reporting processes. Strategically demonstrating policy or programme impact and ROI, and responding to challenges on statutory returns
- Overseeing access controls and data classifications, strategically managing data risks, including reputational risks. Ensuring compliance with governance frameworks and legislative requirements



People Analytics

Strategic (Expert) Level (SCS1/2*)

Core activities and outcomes at this level may include:

- Chairing senior governance forums, ensure alignment with Civil Service data standards, privacy, ethics and governance frameworks
- Briefing ministers, the Permanent Secretary and other senior leaders. Translating analytics into actionable policy options with clear supporting evidence
- Identifying and scale innovative analytics techniques, lead digital/operational transformation in data-enabled policy making

Key responsibilities at this level can be:

- Delivering a trusted, high-performing analytics service that informs policy and workforce decisions at senior levels
- Holding accountability for the leadership, performance, and development of the analytics team; shaping the department's capability agenda

- Maintaining confidence of ministers and senior officials. Provide objective, evidence-based recommendations and manage expectations
- Ensuring alignment with government-wide data standards and contribute to cross-department analytics initiatives
- Driving large-scale change by embedding analytics across HR practice and all HR strands; leading adoption and integration of data-driven analysis into HR decision-making, and acting as the analytics champion within HR Senior Leadership Teams and HR Directors to inform policy, culture, processes and toolsets



People Analytics

Specialist Knowledge

The suggested areas of specialist knowledge within the HR professional standards are:

- People Analytics
- Employee Relations
- Employee Experience
- Resourcing & Workforce Planning
- Reward
- Organisation Development & Design

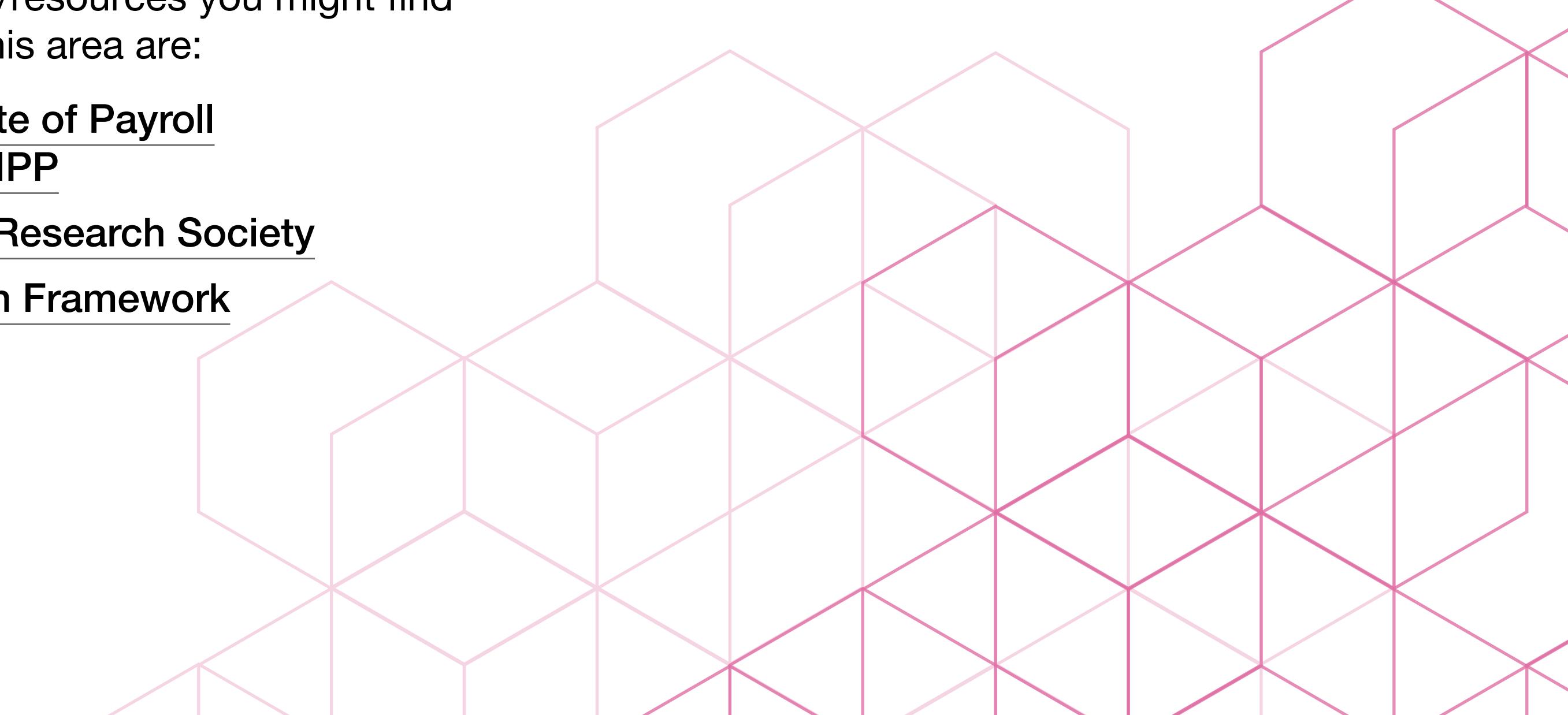
Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- People Analytics: Guide for people professionals
- Fact sheets: People Analytics
- Available courses can be found on Government Campus

Other organisations/resources you might find helpful working in this area are:

- Chartered Institute of Payroll Professionals | CIPP
- The Operational Research Society
- Analysis Function Framework





Policy and Employee Relations (P&ER)

Summary

HR Policy roles generally involve developing people policies that are aligned with an organisation's overarching strategy. Individuals in this job family need to follow the full policy cycle, from gathering evidence and designing and evaluating policies to their precise implementation. These roles demand engaging stakeholders throughout the policy development process to ensure that People policies remain relevant and support organisational needs as they evolve. Additionally, policy roles require strong research and analytical skills, as well as the ability to build and maintain relationships across the Civil Service, employee networks, and forums.

Employee Relations (ER)

Employee Relations focuses on the relationship between the employer and the employee, including trade union (TU) engagement and the management of employee forums and networks including consultation, negotiation, dispute resolution and management of risk.

ER functions vary across departments within the Civil Service, with some areas specialising in collective bargaining for pay and specific employment terms. This creates a dynamic and exciting range of roles within the job family, offering opportunities to influence organisational culture and employee experience.

What work is undertaken in Policy and Employee Relations?

Roles within HR Policy and ER across the Civil Service are diverse, challenging, and offer rewarding career development. Typical activities include contributing to departmental and Civil Service-wide strategies on workforce management and HR priorities. Work may involve:

- Advising on employee policy areas such as parental leave and flexible working
- Advising and supporting the wider HR community and business
- Building and maintaining relationships with trade unions and conducting effective engagement
- Developing cross-government networks and fostering collaboration

- Creating strategic frameworks to support Civil Service HR objectives
- Networking within wider ER, Policy, and HR communities to enhance organisational capability and share best practices

What sort of people work in Policy and Employee Relations?

Resilient individuals who are eager to develop a broad understanding of HR, with a keen interest in building deep technical expertise. Successful candidates will be inquisitive, detail-oriented, confident in presenting ideas, and motivated to develop their professional knowledge within policy and employee relations.

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO)
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

Policy and Employee Relations (P&ER)

Overview per level

Awareness Level (AO/EO*)

At this level, you will typically work as part of a small team supporting project management, research, and policy development activities. You will handle highly sensitive and confidential information, requiring the utmost integrity in management and ensuring GDPR compliance across all tasks.

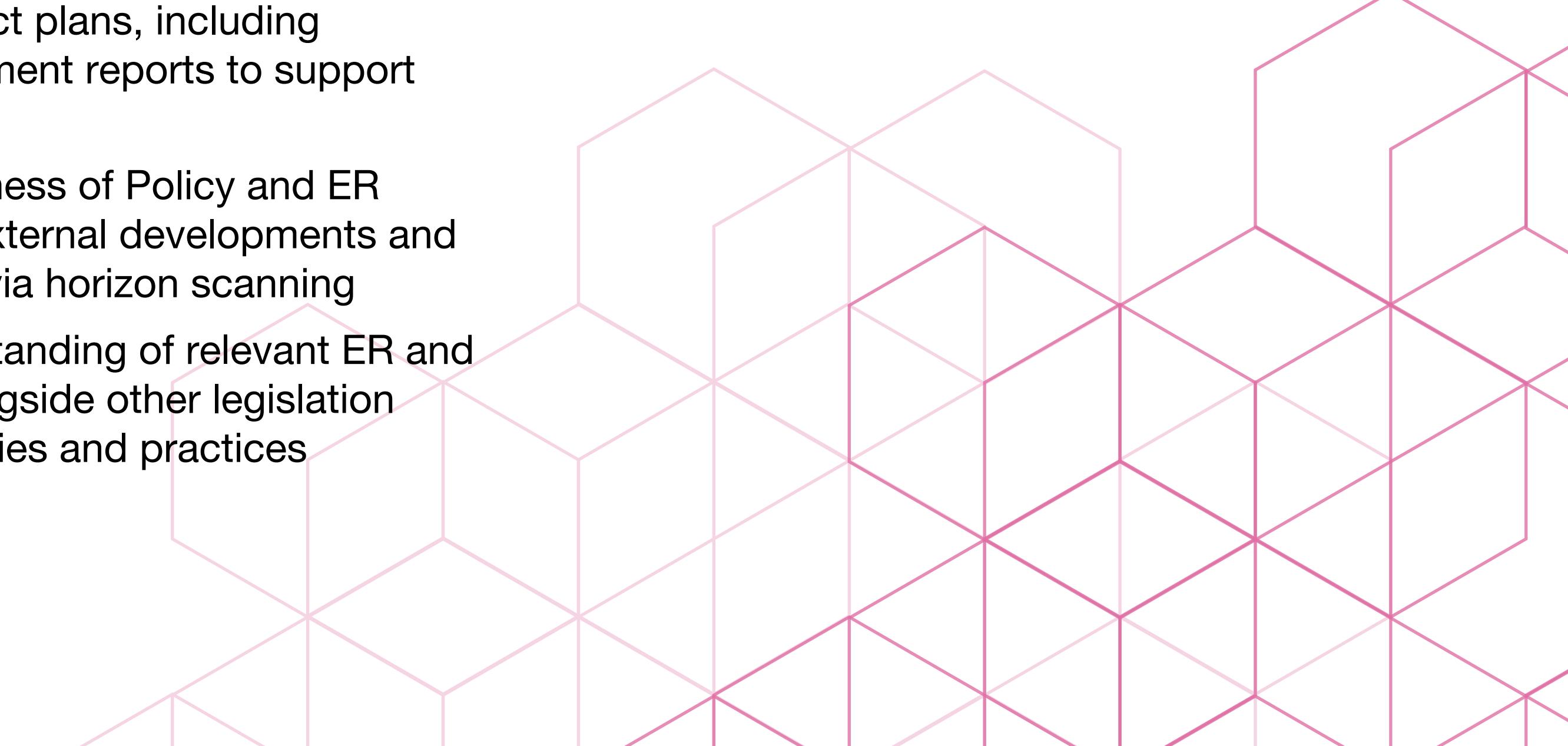
Core activities and outcomes at this level may include:

- Conducting research and analysing findings to inform decision-making
- Liaising with stakeholders to support the delivery of work priorities
- Managing stakeholder queries and ensuring responses are provided within agreed service level agreements

- Drafting documents for research, benchmarking, and other policy development activities
- Supporting the project management of various initiatives and activities

Key responsibilities at this level can be:

- Managing inboxes and responding effectively to inquiries
- Coordinating project plans, including preparing management reports to support business planning
- Maintaining awareness of Policy and ER issues, including external developments and internal positions, via horizon scanning
- Developing understanding of relevant ER and TU legislation, alongside other legislation impacting HR policies and practices



Policy and Employee Relations (P&ER)

Working Level (HEO/SEO)

At this level, individuals typically provide specialised expertise and support to senior managers and stakeholders within departments.

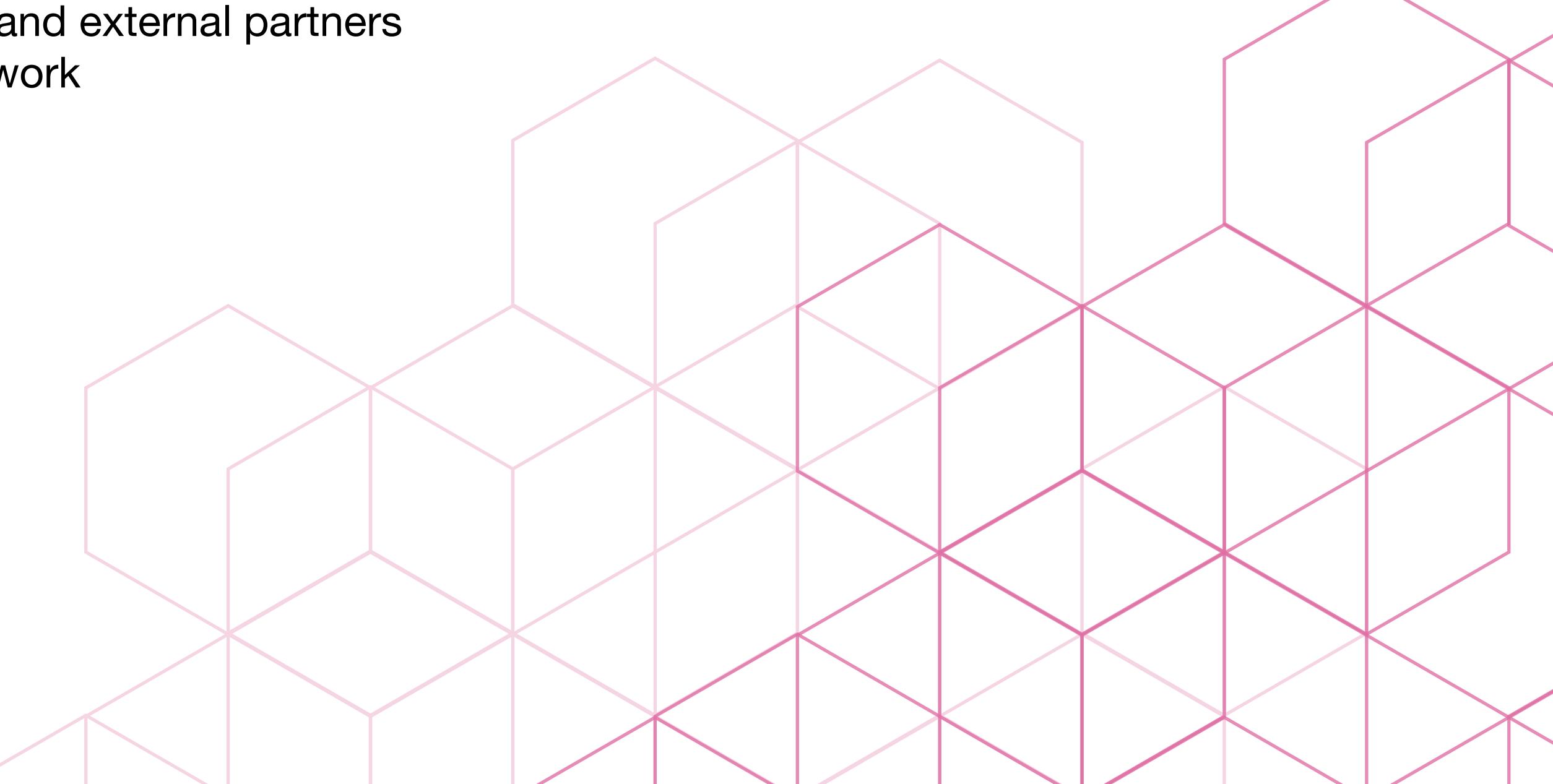
Work may involve exploring options for Employee Relations handling on key business issues, offering advice on best practice procedures, and leading on specific projects and areas of focus. Strong interpersonal skills are essential to ensure the delivery of strategic outcomes and milestones.

Core activities and outcomes at this level may include:

- Delivering tailored consultancy support to departments, helping them to problem-solve and resolve issues
- Managing in-depth and complex queries, providing professional guidance
- Analysing and interpreting research data to shape Policy and ER strategies and approaches
- Advising and supporting senior leaders, both internally and in external stakeholder groups

Key responsibilities at this level can be:

- Leading on Policy and Employee Relations interventions and strategic initiatives
- Taking a proactive, strategic approach. Ensuring emerging trends and data inform all aspects of Policy and ER work
- Participating in stakeholder meetings, supporting engagement efforts, and leading discussions where necessary
- Liaising with contacts across the Cabinet Office, senior directors, and external partners on designated areas of work



Policy and Employee Relations (P&ER)

Practitioner Level (G6/7*)

At this level, individuals will commonly brief senior leaders on broader Policy and Employee Relations issues within a Civil Service context. You will possess an intuitive and comprehensive understanding of HR Policy and ER matters, both within the Civil Service and externally. Roles involve providing consultancy support and delivering tailored solutions to meet customer needs.

Core activities and outcomes at this level may include:

- Applying expertise in Policy and ER to advise and influence senior leadership across government departments
- Leading and chairing stakeholder engagement meetings, workshops, and discussions to facilitate effective dialogue
- Analysing and evaluating information strategically to support evidence-based decisions or recommendations
- Managing risks associated with Policy implementation and ER issues

Key responsibilities at this level can be:

- Setting the strategic direction of Policy and ER, ensuring alignment with legislation and working collaboratively with departmental directors, Cabinet Office, and other senior partners
- Using Policy and ER knowledge to influence and shape decision-making in senior leadership groups across government
- Developing and implementing flexible, integrated Policy and ER strategies that support departmental objectives
- Promoting effective performance management and professional development within the function
- Challenging assumptions to drive change and continuous improvement
- Building networks and enhancing capability across wider Policy, ER, and HR communities to share best practice and develop expertise



Policy and Employee Relations (P&ER)

Strategic (Expert) Level (SCS1/2*)

At this level, individuals are typically senior HR generalists with broad HR Policy and Employee Relations responsibilities. You are accountable for providing strategic leadership and act as a key partner in cross-government networks and boards. You are an integral part of the business leadership team, offering expert advice and fostering high-level collaboration.

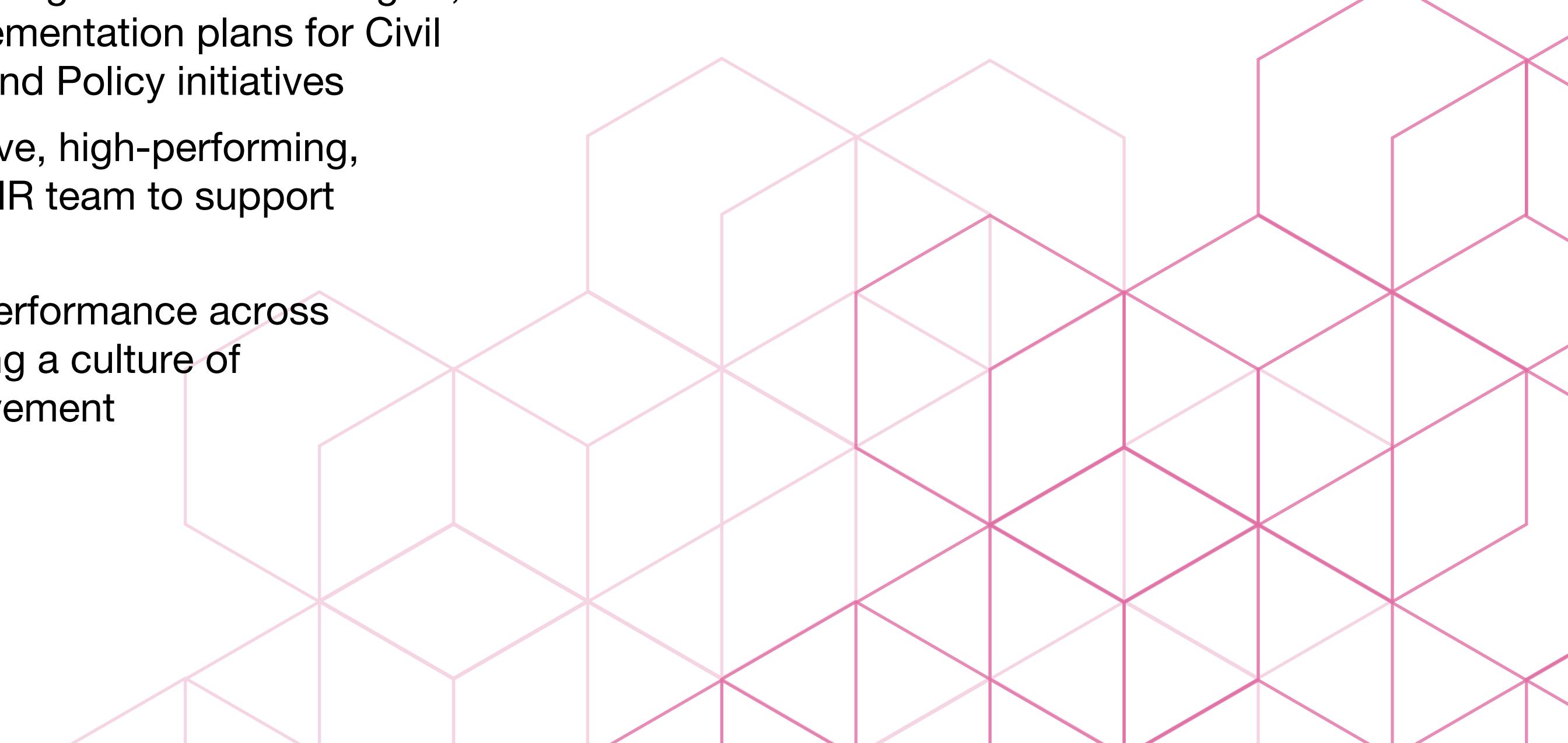
Core activities and outcomes at this level may include:

- Leading Policy and Employee Relations discussions at cross-government and Ministerial levels, influencing strategic decisions
- Serving as a principal communicator with Directors General, Cabinet Office, Civil Service boards, and senior leadership groups

- Coaching and challenging senior leaders to enable better organisational outcomes
- Managing risks related to Policy formulation and Employee Relations issues

Key responsibilities at this level can be:

- Acting as a champion for Policy and ER initiatives at a ministerial and cross-government level, promoting best practice
- Ensuring the delivery of effective, customer-focused organisational strategies, policies, and implementation plans for Civil Service-wide ER and Policy initiatives
- Building an inclusive, high-performing, and professional HR team to support strategic goals
- Driving effective performance across teams and fostering a culture of continuous improvement



Policy and Employee Relations (P&ER)

Specialist Knowledge

The suggested areas of Specialist Knowledge within the HR Professional Standards are:

- Employee Relations
- Wellbeing

Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- Employee Relations
- Available courses can be found on Government Campus



Resourcing & Recruitment



Summary

Resourcing and Recruitment in the Civil Service is aligned with the Civil Service Commission principles of open competition, merit-based appointments, fairness and equality of opportunity, and transparency.

Roles in this job family encompasses strategic workforce planning, candidate attraction, operational recruitment, policy, marketing and continuous improvement through the use of AI.

These roles aim to build a diverse and capable workforce that delivers high-quality public services by ensuring the right people are in the right roles at the right time through open, objective and equitable processes.

What work is undertaken in Resourcing & Recruitment?

This area involves multiple interconnected work streams. Key responsibilities include:

- Partnering with hiring managers to understand current and future staffing needs, designing and implementing talent attraction strategies, and managing candidate pipelines
- Lead or contribute to various recruitment campaigns, which could involve collaborating with external agencies and utilising specialist sourcing platforms
- Managing stakeholder relationships at all levels is essential. From briefing hiring managers on vacancy requirements to supporting candidates throughout the process

Roles in this area also involve designing effective recruitment strategies and contributing to policy. Being innovative through the use of technology and AI in order to promote process improvements may be also involved. Additionally, designing compelling job descriptions and ensuring alignment with Civil Service values, including diversity and inclusion, are critical components.

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO)
- > Practitioner Level (G6/7)
- > Strategic (Expert) Level (SCS1/2)
- > Specialist Knowledge
- > Professional Bodies/Standards

Resourcing & Recruitment

What sort of people work in Resourcing & Recruitment?

We seek individuals who can operate effectively across different functions and build strong relationships with both internal and external stakeholders. Candidates should demonstrate a blend of strategic thinking, operational efficiency, and a customer-focused mindset.

Essential qualities include the ability to manage multiple campaigns and projects, influence stakeholders and communicate clearly at all levels.

Familiarity with the principles of fairness, transparency, and inclusion is important. We value proactive individuals who bring motivation, innovation, supporting continuous improvement and leveraging new technologies to enhance recruitment practices.



Resourcing & Recruitment

Overview per level

Awareness Level (AO/EO*)

At this level, focus is primarily on providing excellent customer service and supporting the smooth operation of recruitment activities. Continuous improvement and efficiency are essential to ensure quality delivery, working autonomously in a fast-paced environment with customers and third-party providers at all levels. Attention to detail and accuracy with ability to flex and accommodate new priorities is key.

Core activities and outcomes at this level include:

- Promoting the employer brand and current vacancies through social media channels
- Handling triage and responding to customer and candidate queries efficiently
- Administering and uploading recruitment data accurately to Civil Service systems and platforms
- Providing logistical and tactical delivery to include sift, interview and onboarding candidates successfully into the organisation

- Supporting candidates, vacancy holders and third-party providers throughout the life-cycle of the campaign (e.g. pre-employment checks)

Key responsibilities at this level can be:

- Assisting departments with their recruitment activities to ensure effectiveness and compliance
- Building and maintaining strong relationships with line managers, HR partners, and external suppliers
- Ensuring service standards are met consistently
- Manipulation of data to make information accessible and readable to customers and stakeholders
- Ensure compliance with Civil Service Commission principles and internal policies



Resourcing & Recruitment

Working Level (HEO/SEO)

At this level, individuals are typically responsible for overseeing effective resourcing and recruitment practices and ensuring alignment with departmental policies and strategic priorities.

Core activities and outcomes at this level include:

- Engaging regularly with relevant colleagues and stakeholders to ensure recruitment approaches are compliant and aligned with current policies
- Managing workforce resource planning, including financial forecasting, to ensure plans stay within budget
- Collaborating with programme leads to understand resource needs and supporting centralised resource planning efforts
- Assisting in developing planning and governance documentation for senior stakeholders to support decision-making

- Advising on sourcing strategies and engaging with professional bodies and external partners to optimise resourcing and recruitment approaches
- Supporting strategic planning initiatives and securing departmental approvals for resource and workforce planning

Key responsibilities at this level can be:

- Leading and managing the recruitment team to deliver efficient and effective resourcing solutions
- Building and maintaining relationships with key stakeholders, including workstream leads, finance, and HR teams
- Coordinating and overseeing recruitment campaigns to meet departmental and stakeholder requirements
- Planning, monitoring and reporting on recruitment schedules and progress
- Managing contractor and contingent labour needs from business case development through to onboarding

- Ensuring operational teams deliver high-quality recruitment services in line with agreed standards
- Developing team capabilities to provide excellent customer support and continuous improvement
- Ensuring team guidance and activities are aligned with service level agreements and departmental priorities

Resourcing & Recruitment

Practitioner Level (G6/7)

At this level, roles involve leading operational delivery, shaping recruitment policies and procedures, providing expert advice, and supporting your teams to achieve organisational goals.

Core activities and outcomes at this level include:

- Handling complex conflict resolution processes effectively
- Managing projects and programmes that facilitate organisational change and workforce development
- Representing the department's interests externally within relevant forums or partnerships
- Offering strategic guidance and advice to internal teams and external stakeholders
- Leading the development and implementation of resourcing and recruitment strategies
- Overseeing end-to-end recruitment processes, ensuring high standards of delivery
- Developing frameworks, guidelines, and policies to streamline recruitment approval and decision-making

- Managing and developing teams to meet recruitment targets and organisational needs

Key responsibilities at this level can be:

- Leading and managing high-performing teams to deliver recruitment and resourcing objectives
- Ensuring the delivery of a high-quality, customer-focused recruitment service, including accurate reporting and continuous service improvement
- Promoting inclusive recruitment practices and using data analysis to refine attraction strategies
- Partnering with senior leaders to design and implement resourcing plans aligned with organisational aims
- Supporting governance processes by preparing and presenting reports and papers for senior decision-makers
- Managing relationships with external recruitment suppliers and internal services to ensure timely deployment

- Ensuring the organisation has accurate, robust workforce data, and supporting monitoring and reporting through collaboration with relevant colleagues
- Fostering a positive, inclusive team environment that supports wellbeing, engagement, and collaboration
- Leading operational teams in complex, fast-paced environments, providing support, development, and direction
- Continuously reviewing and improving procedures and processes to optimise quality and customer outcomes
- Managing budgets within designated remit and delegated authority

Resourcing & Recruitment

Strategic (Expert) Level (SCS1/2)

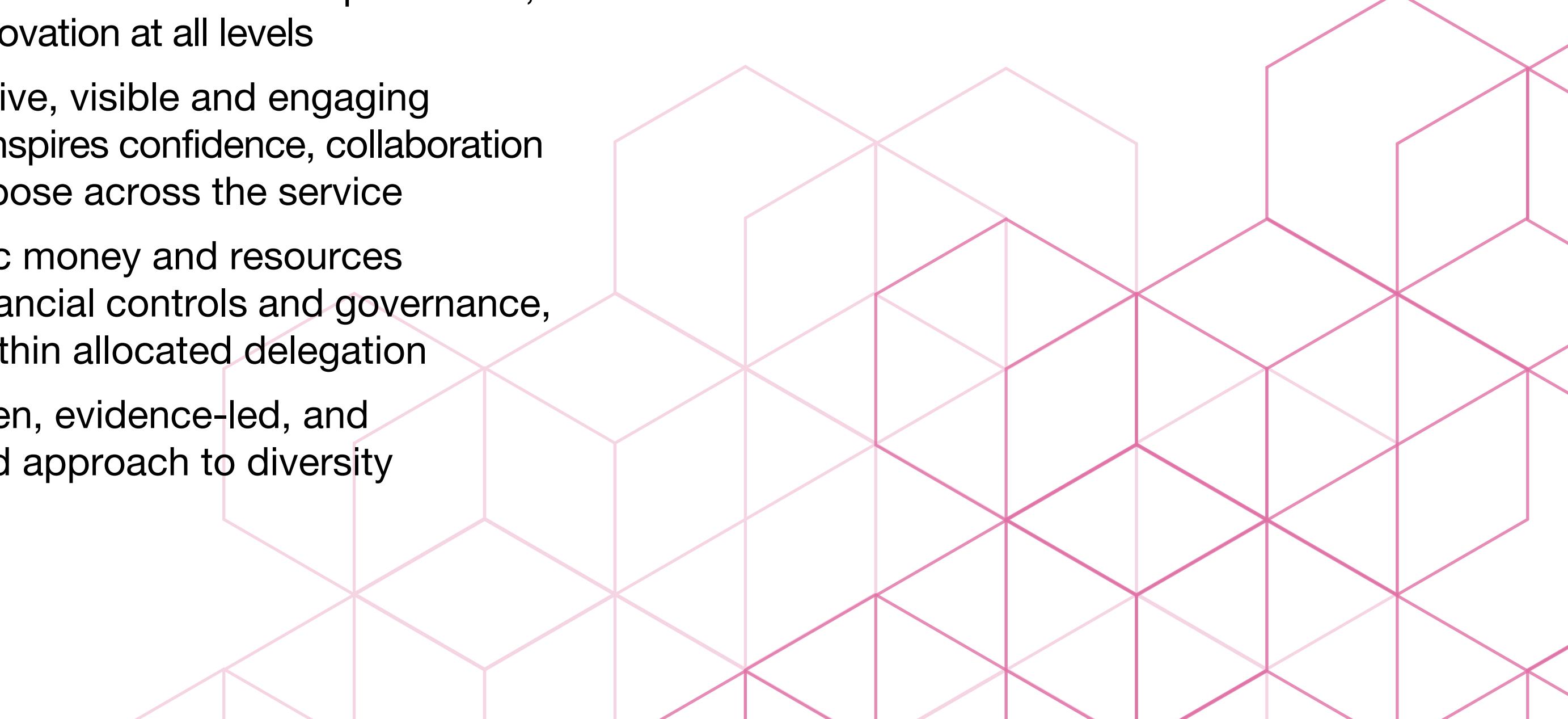
At this level, you will demonstrate visible, motivational and supportive leadership that shapes organisational direction.

Core activities and outcomes at this level include:

- Enhancing the efficiency and effectiveness of end-to-end processes across the supply chain
- Controlling workflow, setting priorities and ensuring seamless delivery
- Managing complex relationships with internal and external stakeholders to support strategic objectives
- Developing and leading on the implementation of the organisations resourcing strategy

Key responsibilities at this level can be:

- Developing the capacity and talent within the workforce to address current demands and future needs
- Driving high standards of customer service by implementing and maintaining clear standards
- Delivering integrated, innovative solutions in partnership with other senior leaders and functions
- Cultivating a culture of continuous improvement, learning, and innovation at all levels
- Providing inclusive, visible and engaging leadership that inspires confidence, collaboration and shared purpose across the service
- Managing public money and resources according to financial controls and governance, with budgets within allocated delegation
- Use a data-driven, evidence-led, and delivery-focused approach to diversity and inclusion



Resourcing & Recruitment

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- Resourcing and Workforce Planning
- Employee Experience
- Wellbeing

Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- Recruitment
- Available courses can be found on Government Campus

Other organisations/resources you might find helpful working in this area are:

- ACAS (Advisory, Conciliation and Arbitration Service)
- Recruitment & Employment Confederation



Reward



Summary

Pay and benefits are essential for attracting, retaining, and motivating employees. Effective reward packages are tailored to meet the needs of people, the organisation, and its culture, in a fair and responsible way.

What work is undertaken in Reward?

Reward roles within the Civil Service are diverse, offering opportunities to influence all levels of the workforce. Work in reward can look like:

- Designing, modelling, and evaluating pay and reward strategies, ensuring they are evidence-based and aligned with broader organisational and workforce plans
- Leading the development and implementation of pay policies, including pay remits and negotiations
- Engaging with senior stakeholders across departments and briefing ministers
- Consulting and negotiating with trade unions, with a focus on pay awards and pay-related policies, avoiding confusion with broader employee relations
- Managing the annual pay award process, ensuring affordability and stakeholder engagement
- Supporting pay benchmarking activities by analysing how pay compares nationally and locally, across sectors and industries
- Developing and championing the employee value proposition (EVP), including financial wellbeing and cost-of-living support, to attract and retain talent
- Designing and managing incentive, recognition and employee benefits schemes, including specialist pay allowances for specific skills or job families
- Overseeing compliance with legislation related to pay and reward, such as equal pay and pay gap reporting, including gender, ethnicity and disability pay gap analysis
- Conducting horizon scanning to identify emerging trends, innovative pay practices, and cross-sector collaboration opportunities
- Managing contract arrangements for pay and benefits, including oversight of outsourced services and ensuring effective contract management
- Promoting a culture of value for money and responsible use of public funds, including participating in voluntary exit schemes where appropriate

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO*)
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

Reward

What sort of people work in Reward?

Reward professionals come from varied backgrounds, blending analytical expertise with strong communication skills. The ideal candidate will be creative and capable of developing innovative reward solutions within a complex governance framework.

They should possess strategic HR capabilities, a thorough understanding of legislation, and experience in stakeholder engagement across departments, including finance teams, trade unions and employee networks.

A strong emphasis should be on fostering employee engagement and delivering positive employee experiences, reflecting how reward strategies directly impact motivation, retention and organisational success.



Reward

Overview per level

Awareness Level (AO/EO*)

At this stage, colleagues are building foundational knowledge of Reward practices, gaining insight into your organisation's Reward approach, how Reward aligns with performance, and the relevant legislation that influences your work.

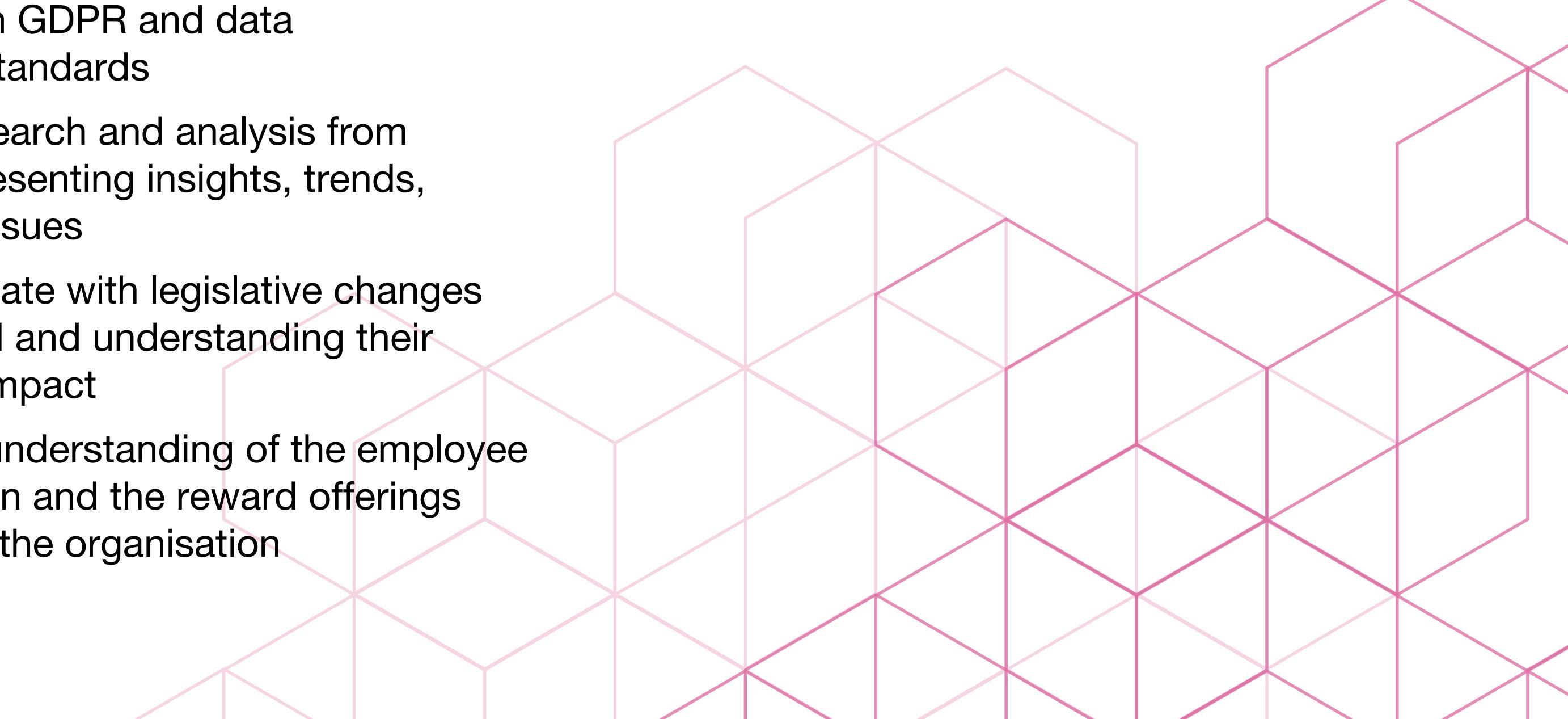
Core activities and outcomes at this level may include:

- Collecting, analysing, and reporting reward data to support decision-making
- Responding to customer and stakeholder queries related to reward matters
- Assisting senior managers with project support and data preparation
- Facilitating communication and supporting the implementation of pay awards
- Supporting the administration of employee benefits schemes and payroll activities

- Operating pay models and performing basic pay calculations

Key responsibilities at this level can be:

- Managing routine reward transactional queries accurately and efficiently
- Demonstrating awareness of trade union positions concerning pay and reward issues
- Protecting sensitive data and ensuring compliance with GDPR and data confidentiality standards
- Conducting research and analysis from source data, presenting insights, trends, and emerging issues
- Keeping up to date with legislative changes affecting reward and understanding their organisational impact
- Developing an understanding of the employee value proposition and the reward offerings available within the organisation



Reward

Working Level (HEO/SEO*)

At this level, professional expertise is deployed to develop and implement pay and reward solutions that align with your department's strategic objectives. You work closely with colleagues and internal stakeholders, providing practical guidance and influencing immediate team members with your work, and delivering short-term value to a broader audience across the organisation.

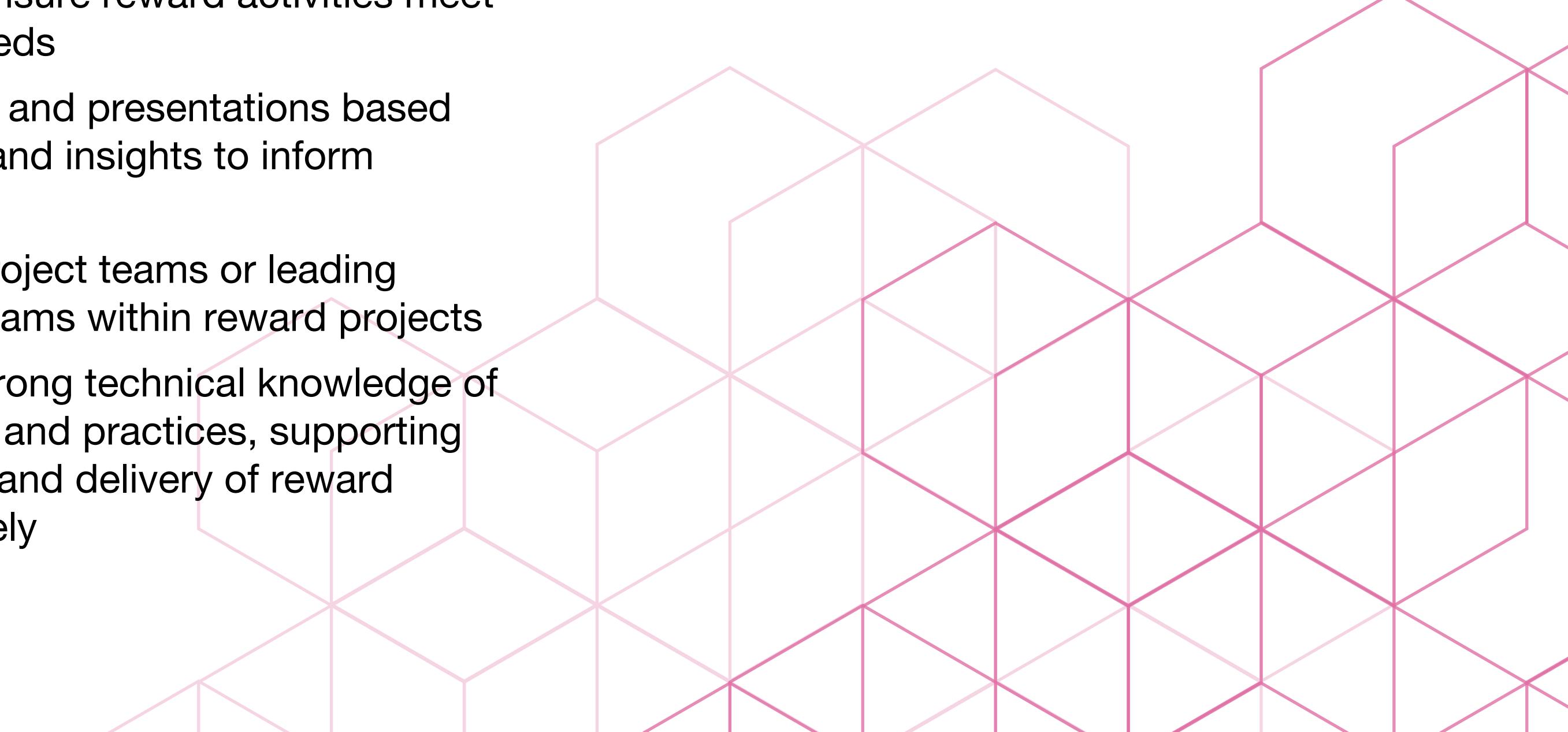
Core activities and outcomes at this level may include:

- Delivering pay and reward initiatives consistent with the departmental reward strategy to support achieving organisational goals
- Supporting the execution of annual pay awards, ensuring adherence to relevant legislation and policies
- Managing pay and reward casework, including data entry, validation, and resolution of queries
- Analysing labour market data, interpreting trends, and providing insights to inform reward decisions

- Conducting salary benchmarking research to compare pay across sectors and regions
- Supporting senior managers to deliver departmental reward objectives by providing data, analysis, and recommendations

Key responsibilities at this level can be:

- Assisting team leads in trade union engagement and negotiations
- Building and maintaining effective stakeholder relationships to ensure reward activities meet organisational needs
- Preparing reports and presentations based on data analysis and insights to inform decision-making
- Participating in project teams or leading specific work streams within reward projects
- Demonstrating strong technical knowledge of reward principles and practices, supporting the development and delivery of reward solutions effectively



Reward

Practitioner Level (G6/7*)

At this level, you employ your professional expertise to influence and collaborate with a wide range of stakeholders, delivering medium to long-term value for your organisation and its people. Your work combines operational delivery with a strategic perspective, ensuring that reward practices support broader organisational objectives.

Core activities and outcomes at this level may include:

- Designing and developing flexible, integrated reward strategies that address organisational needs and workforce considerations
- Influencing senior stakeholders across government departments and agencies, providing strategic insight and recommendations
- Producing reward briefings, papers, and narratives aligned with organisational strategy, tailored for senior audiences

- Leading the planning, coordination and delivery of annual pay awards, ensuring compliance and stakeholder engagement
- Developing and promoting innovative reward solutions that support organisational performance and staff motivation

Key responsibilities at this level can be:

- Leading and fostering an inclusive, diverse culture that encourages positive and supportive teams, talent development and equal opportunity
- Shaping and embedding practical reward strategies that are realistic and aligned with legislative and policy requirements
- Advising senior leadership on reward policies, promoting best practice and influencing decision-making
- Leading engagement, consultation and negotiation with trade unions and other key partners

- Maintaining high-quality data analysis and insights to inform evidence-based reward decisions
- Demonstrating a thorough understanding of the political environment, government priorities and legislative changes impacting reward strategy



Reward

Strategic (Expert) Level (SCS1/2*)

At this level, you are pivotal in shifting organisational mindsets to recognise the value of people by shaping long-term reward and people strategies that deliver enduring benefits for the profession. Your strategic insights influence how departments approach their workforce, promoting wellbeing, inclusion and collective success across the organisation and beyond.

Core activities and outcomes at this level may include:

- Developing a clear reward strategy that is integral to the broader people strategy, aligned with departmental goals and informed by organisational priorities
- Leading the implementation of reward initiatives that directly support key department objectives and long-term vision
- Building and leading diverse, inclusive, high-performing HR teams capable of delivering strategic change

- Advocating for Reward across the wider HR community and organisational functions, reinforcing its strategic importance
- Drawing insights from the external reward environment, including competitor practices and labour market intelligence, to inform policy and strategy

Key responsibilities at this level can be:

- Creating and fostering an inclusive, diverse working environment that values openness, approachability and cultural sensitivity
- Communicating effectively to promote legislative change and organisational reforms in reward practices
- Leading the delivery of organisation-wide pay and reward strategies, including planning and implementation processes
- Leading cross-government trade union negotiations and conversations at ministerial and senior levels
- Serving as the principal liaison with HM Treasury and the Cabinet Office Directors General on Reward matters
- Demonstrating strong commercial acumen and the ability to interpret complex policy and legislative frameworks
- Maintaining an in-depth understanding of political, economic, social and environmental factors at national and international levels, and their impact on reward strategies

Reward

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- Employee Relations
- Reward
- People Analytics

Professional Bodies/Standards

The CIPD is the HR professional body and provide lots of useful resources and courses available suitable for this job family including:

- Reward CIPD resources
- Available courses can be found on Government Campus



Strategic Workforce Planning (SWP)

Summary

Strategic Workforce Planning is a process that anticipates the future size, shape and skill requirements of the workforce. It examines the current workforce to identify gaps and develop interventions several years ahead to ensure organisations can achieve their long-term strategic goals.

This typically involves planning horizons of three to five years, though some strategic considerations may extend beyond this timeframe. To be effective, SWP involves a clear understanding of political, economic, and legislative landscapes that could impact workforce needs. It also requires close collaboration across multiple job families and functions, recognising that roles often overlap and may be hybrid in smaller organisations. A systematic approach supports movement along career pathways, with roles clearly distinguished to prevent overlap and confusion.

What work is undertaken in Strategic Workforce Planning?

SWP is a specialist function within HR, focusing on long-term horizon planning rather than day-to-day operational or short-term resource management activities. While some short-term resourcing demands are recognised, these are managed separately, often within finance or operational teams, and do not fundamentally define the SWP job family.

The role can differ depending on which organisation you work within, however work in SWP can look like:

- Analysing long-term workforce needs by aligning with the organisation's strategic objectives and wider government agendas. This involves working with senior leaders and stakeholders to understand future demand and supply factors, including external influences such as political and economic changes

- Identifying workforce gaps across the seven rights of strategic workforce planning: capability, location, time, cost, shape, size, and risk. This requires a comprehensive view that combines both supply and demand analysis, facilitating gap analysis and action planning

- > Awareness Level (AO/EO*)
- > Working Level (HEO/SEO*)
- > Practitioner Level (G6/7*)
- > Strategic (Expert) Level (SCS1/2*)
- > Specialist Knowledge
- > Professional Bodies/Standards

Strategic Workforce Planning (SWP)

What sort of people work in Strategic Workforce Planning?

Individuals who are curious about organisational futures and passionate about strategic change and transformation. The ideal candidate will possess:

- A strong interest in the 'future of work' and the ability to challenge traditional assumptions about workforce practices
- The capacity to work collaboratively across job families and functions, recognising the need for cross-disciplinary insights, including finance, policy, talent, and capability management
- An understanding of the wider political and economic landscape's potential impact on workforce planning. This includes awareness of legislative changes and external factors that influence long-term strategy

- Analytical skills capable of integrating supply and demand data, conducting gap analysis, and supporting evidence-based decision-making
- The ability to communicate complex future-focused insights effectively to senior leaders, helping them shape organisational strategy and resource allocation for sustainable success



Strategic Workforce Planning (SWP)

Overview per level

Awareness Level (AO/EO*)

At this level, colleagues are primarily responsible for transactional, routine activities that support day-to-day workforce planning operations. Your role involves processing basic people data, handling routine queries and maintaining administrative tasks.

This level serves as an introduction to workforce planning, providing foundational support that feeds into wider strategic activities. It is crucial for building early experience in data collection, stakeholder engagement, and understanding how HR functions intersect with the organisation's broader objectives.

Core activities and outcomes at this level may include:

- Responding to simple or routine stakeholder queries and triaging more complex issues for higher-level support
- Collecting, collating, and maintaining workforce data to support planning activities

- Providing administrative support, including maintaining accurate data records and documentation
- Supporting team activities, assisting with data administration and contributing to continuous improvement initiatives

Key responsibilities at this level can be:

- Offering guidance and administrative assistance to support workforce planning processes
- Administering basic data operation tasks to ensure data quality and availability
- Supporting the delivery of straightforward queries and routine requests from stakeholders across HR and the organisation
- Building and maintaining effective working relationships with relevant colleagues to facilitate smooth workflow and communication

Possible additional tasks:

- At this level, some involvement in working with other functions such as finance, procedures or talent pipelines may occur to support routine activities
- An understanding of the organisation's structure and strategic priorities is encouraged, recognising how future workforce needs relate to current operational processes
- Developing awareness of diversity and inclusion principles, ensuring that workforce data and practices reflect organisational commitments

Strategic Workforce Planning (SWP)

Working Level (HEO/SEO*)

At this level, individuals play an active role in supporting managers and senior leaders to understand and plan for their future workforce requirements. They may focus on applying established processes to identify emerging workforce trends and opportunities for process improvement, helping to translate strategic priorities into actionable insights.

Your role generally involves initiating and supporting discussions around demand, capacity, and risks, while contributing to the development of workforce planning practices.

Core activities and outcomes at this level may include:

- Supporting the implementation and continuous improvement of workforce planning processes and tools
- Engaging with managers and leaders to analyse workforce data and identify trends or potential risks

- Facilitating the collection of insights from multiple data sources such as succession planning, talent pipelines, and resource utilisation
- Providing challenge and insight-driven recommendations that help the organisation shape its workforce strategies
- Ensuring that workforce planning guidance remains current and aligns with organisational priorities, as well as promoting awareness of external influences like legislative and political developments

Key responsibilities at this level can be:

- Collaborating with HR Business Partners to develop insights into current and future resource and capability needs
- Assisting managers in translating workforce data, including succession plans, into actionable plans for talent management and key position filling
- Supporting the review and update of workforce plans, ensuring consistency with strategic objectives and best practices

- Promoting workforce planning skills and understanding among colleagues through coaching and knowledge sharing
- Maintaining strong relationships with HR colleagues, managers, and other stakeholders to ensure integrated and effective workforce planning processes

Possible additional tasks:

- Building awareness of external influences affecting workforce needs, including legislative, political, and economic changes
- Encouraging cross-disciplinary collaboration and considering wider implications of workforce strategies
- Supporting diversity and inclusion principles as an integral part of workforce planning activities

Strategic Workforce Planning (SWP)

Practitioner Level (G6/7*)

At this level, individuals will take a proactive role in translating strategic ambitions into actionable workforce plans, working closely with senior stakeholders to shape the organisation's future capability and capacity. The focus is on contributing to the development and delivery of medium to long-term workforce strategies that support transformational change.

Your role generally involves building deep collaborations across departments and functions, ensuring workforce plans are aligned with organisational and government priorities, while recognising the wider external and internal influences impacting workforce needs.

Core activities and outcomes at this level may include:

- Developing and maintaining collaborative relationships with senior managers, HR partners, and external partners to shape strategic workforce plans

- Leading the delivery and management of the workforce planning cycle, ensuring consistency and quality of outputs
- Providing expert insights and foresight on future workforce challenges, including risk analysis, scenario planning and future-proofing talent and capabilities

- Communicating workforce strategy and insights clearly to senior leadership, supporting informed decision-making and organisational agility

Key responsibilities at this level can be:

- Leading and coordinating key workforce planning activities and initiatives across the department
- Providing regular, comprehensive reports on current and forecasted workforce positions to senior governance forums
- Shaping and owning the department's strategic workforce narrative, including contributing to wider HR transformation and policy development

- Managing relationships within the broader business planning community, including engagement with finance, estates, digital, and commercial functions, ensuring workforce planning supports wider organisational strategies

Possible additional tasks:

- Developing an awareness of external factors such as legislative, political, and economic influences on workforce requirements
- Promoting collaboration and joint working across job families and disciplines to support integrated workforce strategies
- Embedding diversity and inclusion considerations in workforce planning practices to reflect organisational commitments

Strategic Workforce Planning (SWP)

Strategic (Expert) Level (SCS1/2*)

At this level, you will provide expert advice to senior leaders on workforce risks that may impact the delivery of business objectives. You will shape the workforce strategy to address capability gaps through innovative interventions, digital solutions, and risk mitigations. Raising the visibility and value of strategic workforce planning (SWP) is essential, ensuring it informs decision-making at the highest levels and is fully recognised as a priority across the organisation.

Core activities and outcomes at this level may include:

- Developing and implementing a data-driven, strategic workforce strategy that anticipates future needs and aligns with organisational and government priorities (e.g. Places for Growth)
- Leading the SWP function to deliver strategic capability and capacity plans, including workforce location and scenario planning, supported by enhanced tools and methodologies

- Building and inspiring high-performing teams within the SWP function and delivery partner networks
- Cultivating trusted partnerships with key departments such as finance, HR transformation, workforce analytics, and business groups to ensure strategic alignment
- Engaging senior stakeholders, including the Executive Committee, to embed workforce priorities and inform departmental aims
- Chairing SWP boards and translating high-level priorities discussed in senior forums into actionable activities
- Reviewing and refining the SWP operating model as part of wider HR transformation initiatives
- Contributing actively to the development of the department's people strategy, ensuring strategic workforce planning insights cascade effectively throughout the organisation, and establishing clear, understandable communication channels

- Ensuring effective governance, risk management and accountability mechanisms are in place to support SWP activities
- Cascading information, priorities, and strategic intent from top-level decision-makers to SWP teams and across the department to promote shared understanding and coordinated action

Key responsibilities at this level can be:

- Establishing strategic relationships across your organisation and external partners to develop robust SWP frameworks that support overarching business and government objectives
- You ensure workforce strategies are integrated into the wider business planning process, that critical risks are addressed, and that these strategies are communicated clearly to facilitate organisational resilience and responsiveness

Strategic Workforce Planning (SWP)

Specialist Knowledge

The suggested areas of specialist knowledge within the HR Professional Standards are:

- People Analytics
- Resourcing and Workforce Planning
- Talent Management

In addition to these HR-specific competencies, SWP professionals also require vital cross-cutting skills including leadership, project management, and data analysis. While these skills sit outside the core HR function, they are essential for effective strategic workforce planning and should be developed alongside HR specialist knowledge.

Professional Bodies/Standards

The CIPD, the HR professional body, offers a wide range of resources and courses suitable for this job family, including:

- Strategic workforce planning: Guide for people professionals
- Fact sheets: Workforce planning
- Available courses can be found on Government Campus

Other organisations/resources you might find helpful working in this area are:

- The Workforce Planning Institute
- Human Capital Institute



Case Studies



Case studies

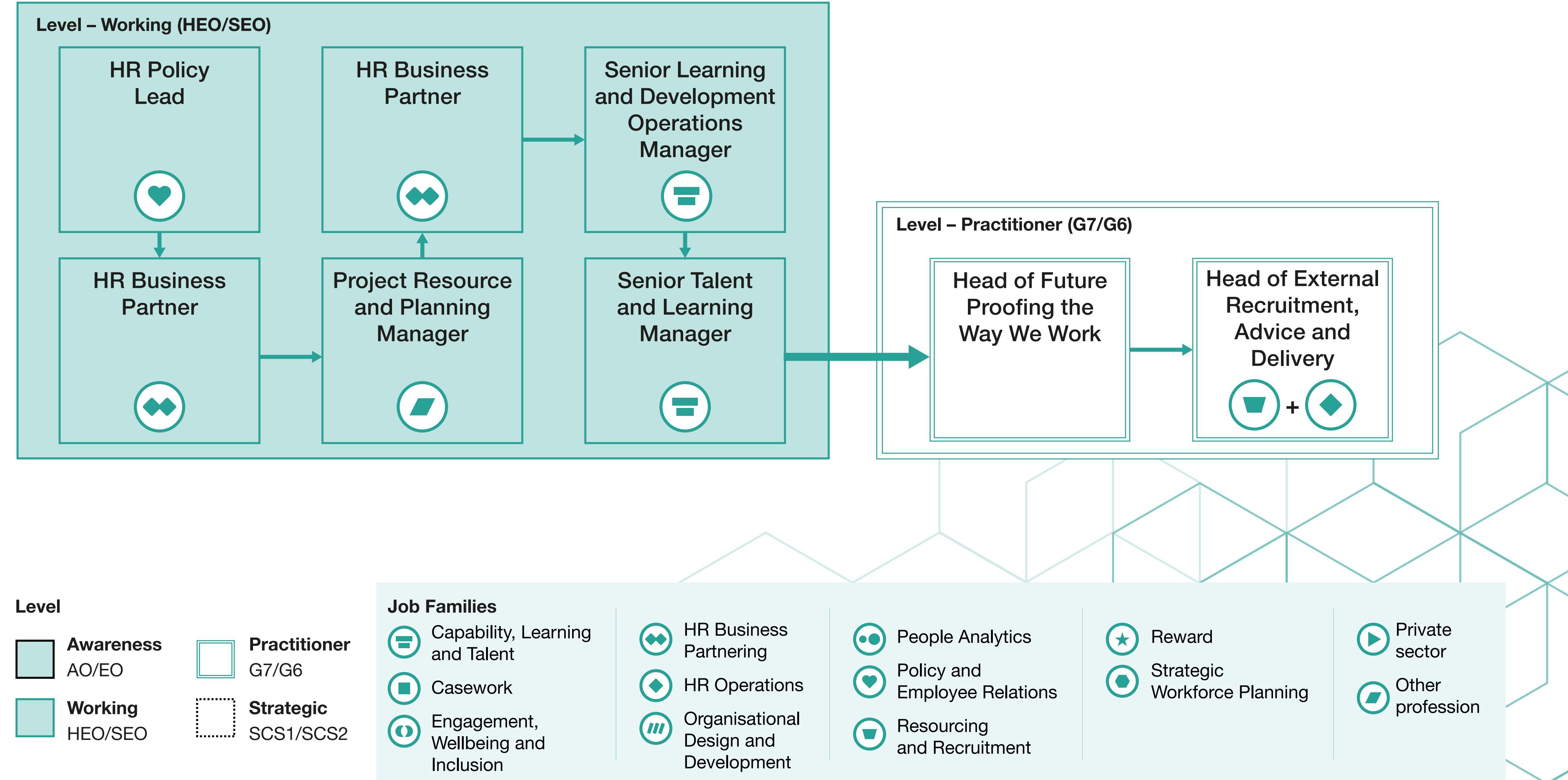




Name: Darina

Civil Service
departments worked
within: Welsh
Government, ONS,
DVLA

Darina's Career Journey:

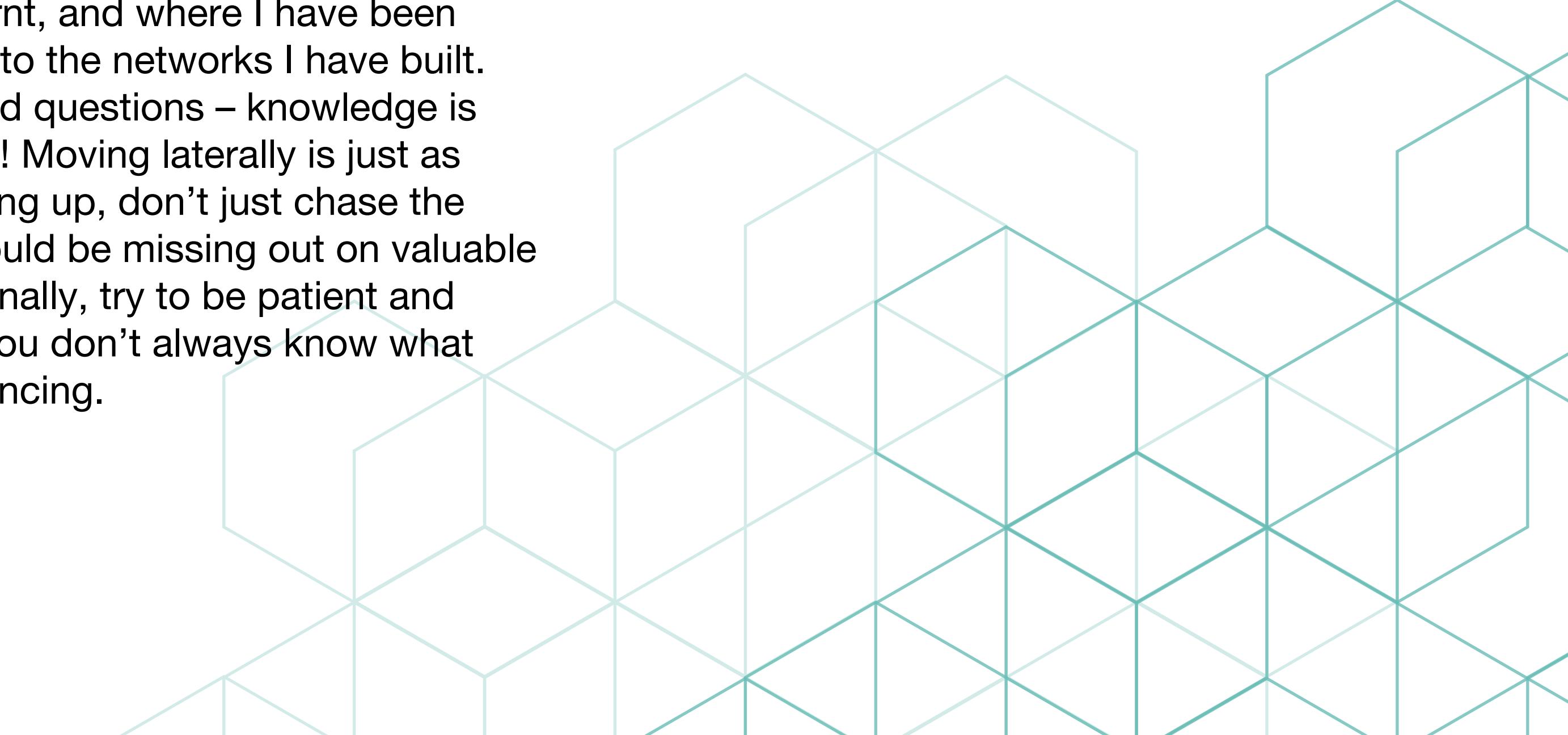


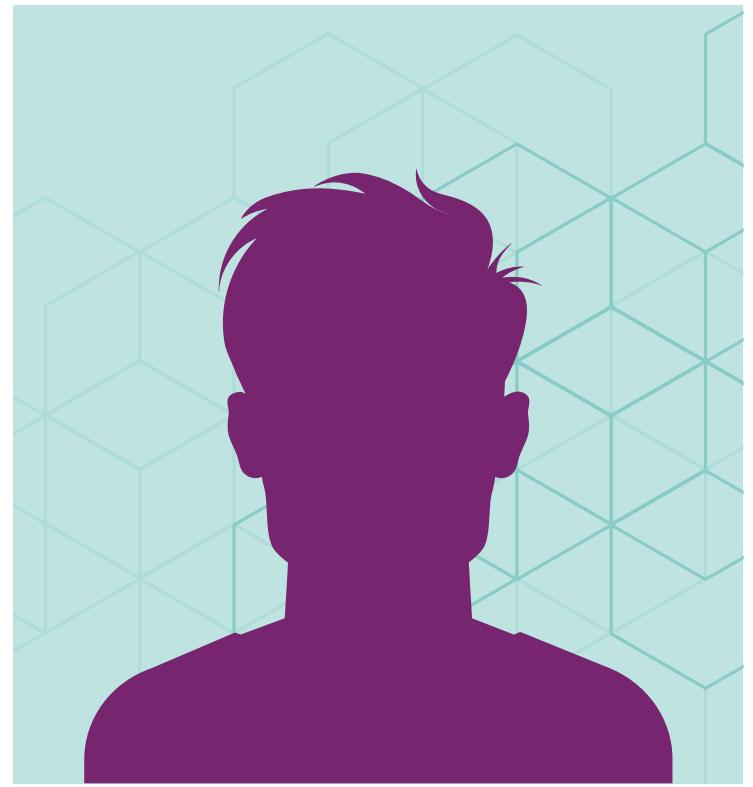
What do you enjoy most about working in your current role?

My current role is relatively new in the structure and is one that is growing. It provides a good oversight of all that is happening within HR and having access to some of the more senior conversations can be valuable in understanding the strategic picture. But it has also provided scope for me to become involved in areas not previously open to me. It has also led to a few different opportunities, such as supporting on carbon net zero reporting and more recently I have had the opportunity to act as Bill Manager on a high profile Bill that crosscuts across all policy areas. This is most unusual but has allowed me to stretch my skills in other areas and adds something unique to my CV. Working in a Devolved Government is special as it allows you to support across all areas of policy which is interesting and exciting.

What career advice would you give yourself earlier in your career?

Having joined the Civil Service through a talent scheme, I have been fortunate to have been a great deal of support and that is something I try to provide others with. The advice I was given would be the advice I would give now – don't be afraid to say yes – and especially to the unusual things – you would be amazed at the opportunities it gives you. Give your help and time to others freely where you can. So much of what I have learnt, and where I have been supported, is due to the networks I have built. There are no stupid questions – knowledge is power as they say! Moving laterally is just as beneficial as moving up, don't just chase the promotion, you could be missing out on valuable experience. And finally, try to be patient and understanding – you don't always know what others are experiencing.

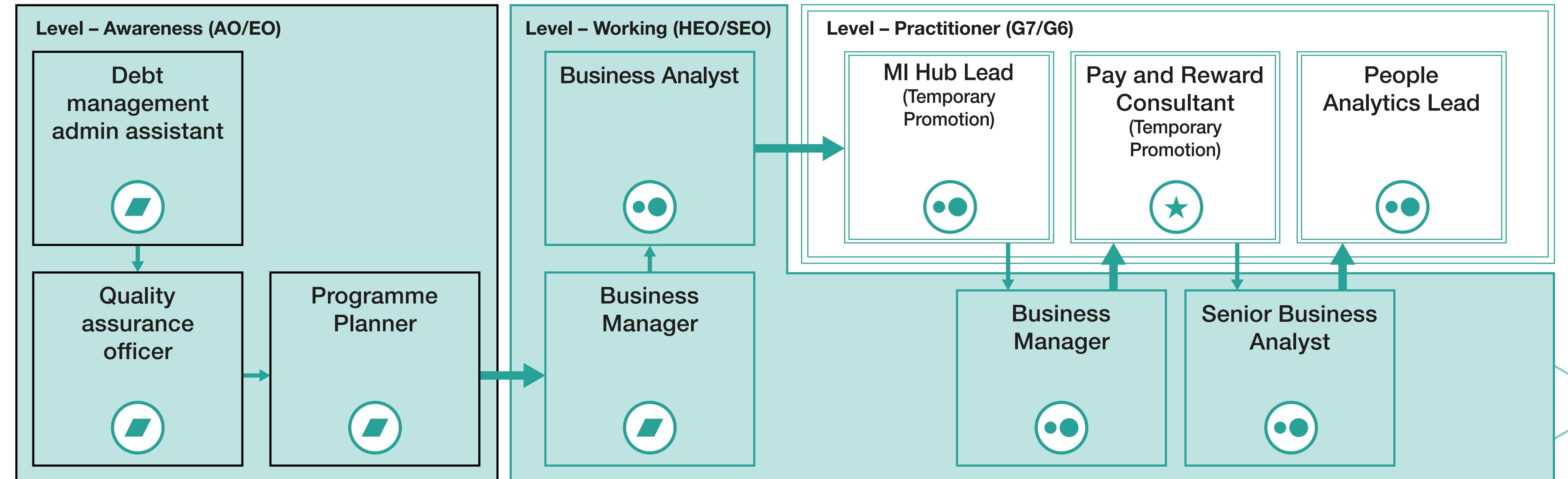




Name: Simon

Civil Service
departments worked
within: DWP, DHSC,
Cabinet Office

Simon's Career Journey:



Level

Awareness
AO/EO

Practitioner
G7/G6

Working
HEO/SEO

Strategic
SCS1/SCS2

Job Families

- Capability, Learning and Talent
- Casework
- Engagement, Wellbeing and Inclusion

- HR Business Partnering
- HR Operations
- Organisational Design and Development

- People Analytics
- Policy and Employee Relations
- Resourcing and Recruitment

- Reward Strategic Workforce Planning
- Private sector
- Other profession

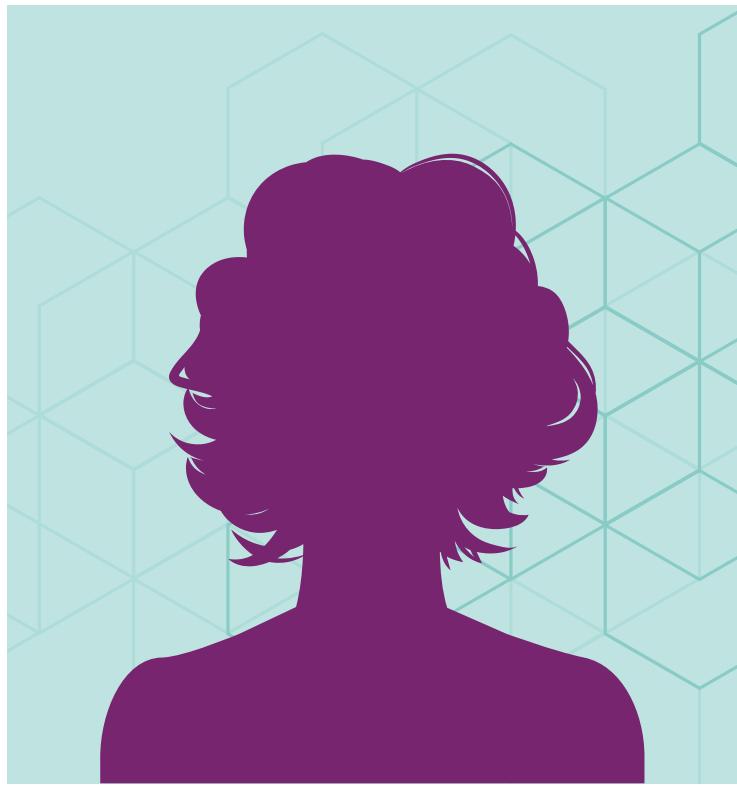
What do you enjoy most about working in your current role?

I really enjoy the fact that this role cuts across all HR, the functions and professions. There is a lot of engagement and collaboration with wide ranging stakeholders across the Civil Service, supporting the delivery of a large transformation that has a high impact for colleagues across the Civil Service. It really supports our civil servants, whether front line or from the centre, in delivering for our citizens.

What career advice would you give yourself earlier in your career?

Take every opportunity that is provided to you even if it puts you out of your comfort zone.

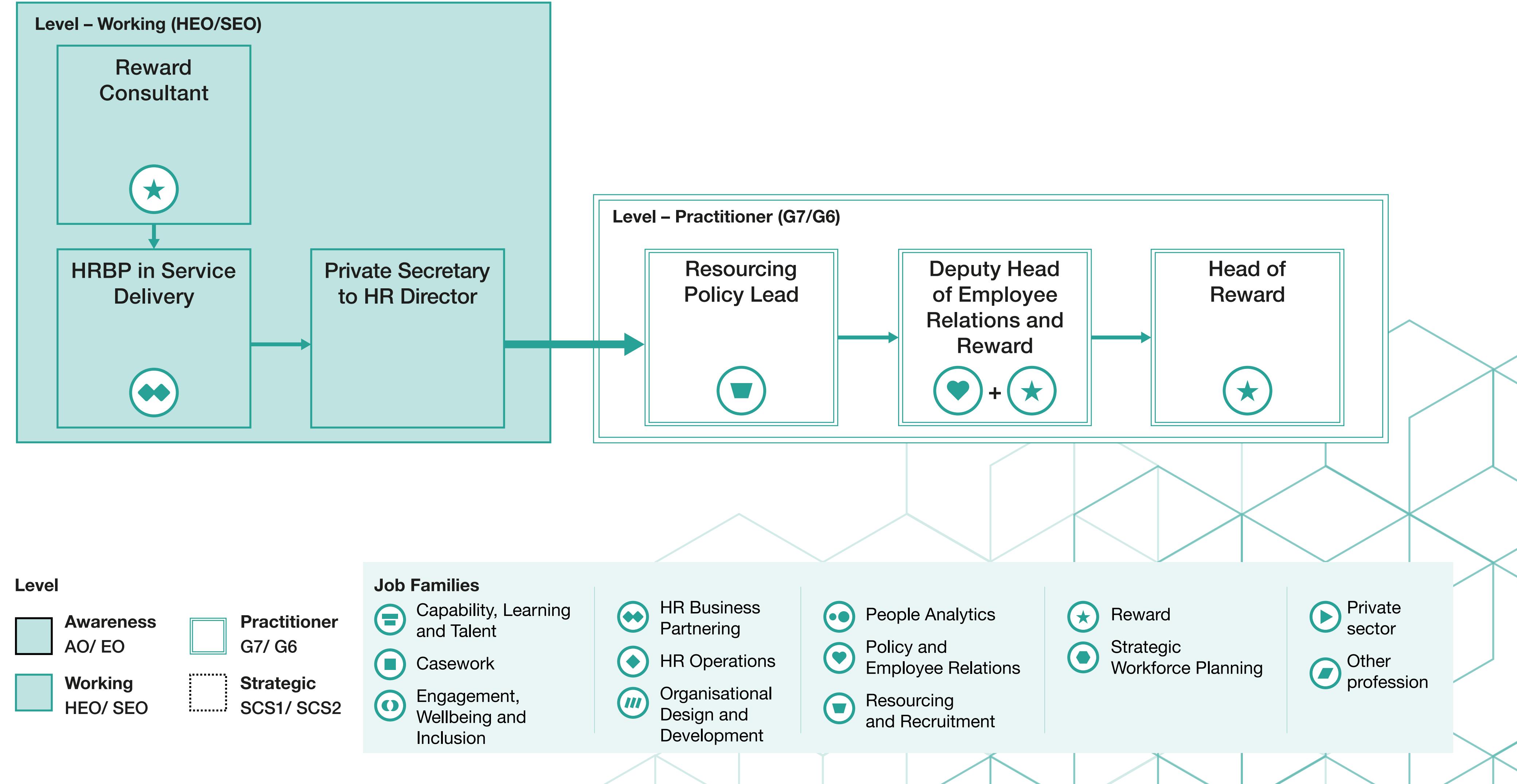




Name: Iona

Civil Service
departments worked
within: GPG (Cabinet
Office), DWP, Scottish
Government, ICS

Iona's Career Journey:



What do you enjoy most about working in your current role?

I enjoy how impactful, influential, and innovative working in reward can be.

A key part of working in reward is learning to work within set boundaries, while being inventive, to ensure pay awards deliver the best outcome for staff and the organisation. It's a role where you can be really creative in responding to new and different challenges.

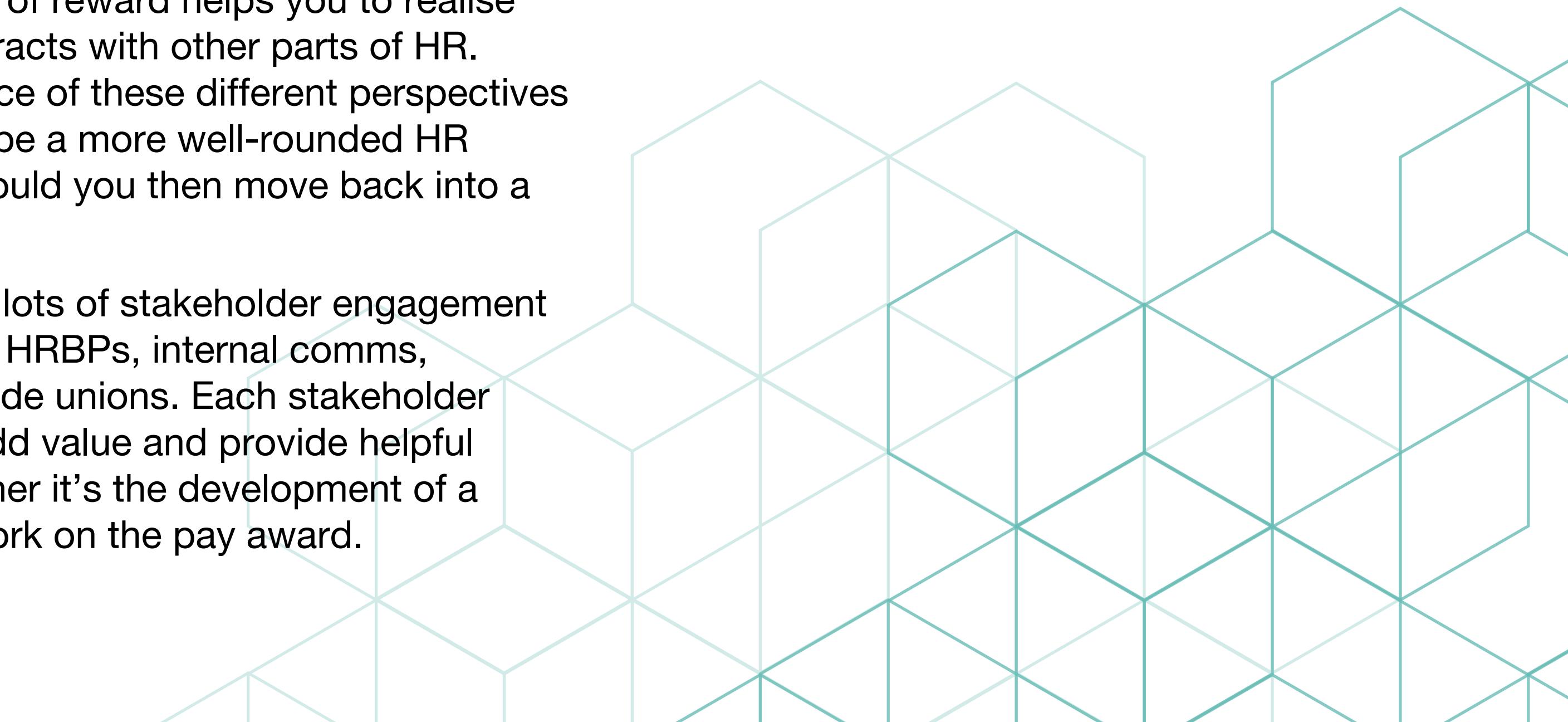
Reward forms a huge part of the employee experience, and working in reward can sometimes be challenging because of the level of interest in your work (from both inside and outside the Civil Service). This interest can lead to some rich conversations with (but not limited to) Senior Civil Service, ministers, and trade unions, and internal communications. Ultimately, I like that the outputs from my role have a real, tangible impact for staff.

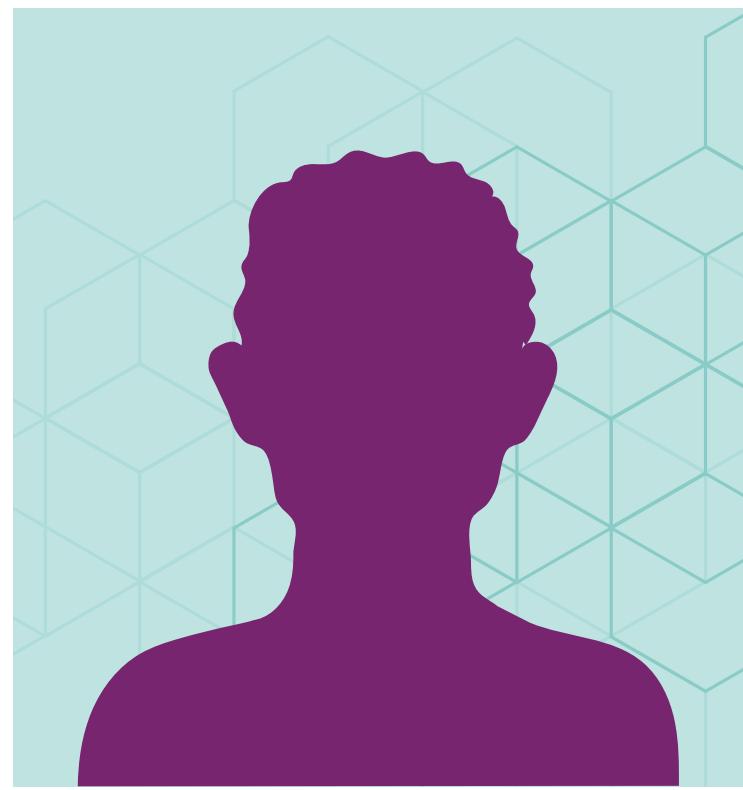
What career advice would you give yourself earlier in your career?

My first role in the Civil Service was in reward, and I initially found working with data quite intimidating. My main advice would be to learn from others – you're unlikely to be doing something no one else has any experience of, so don't be afraid to ask for help!

I also think it's important to take opportunities to experience non-reward HR roles, if you can. Working outside of reward helps you to realise how reward interacts with other parts of HR. Having experience of these different perspectives can help you to be a more well-rounded HR professional, should you then move back into a reward role.

Otherwise, seek lots of stakeholder engagement and get to know HRBPs, internal comms, departmental trade unions. Each stakeholder will be able to add value and provide helpful challenge: whether it's the development of a pay policy, or work on the pay award.

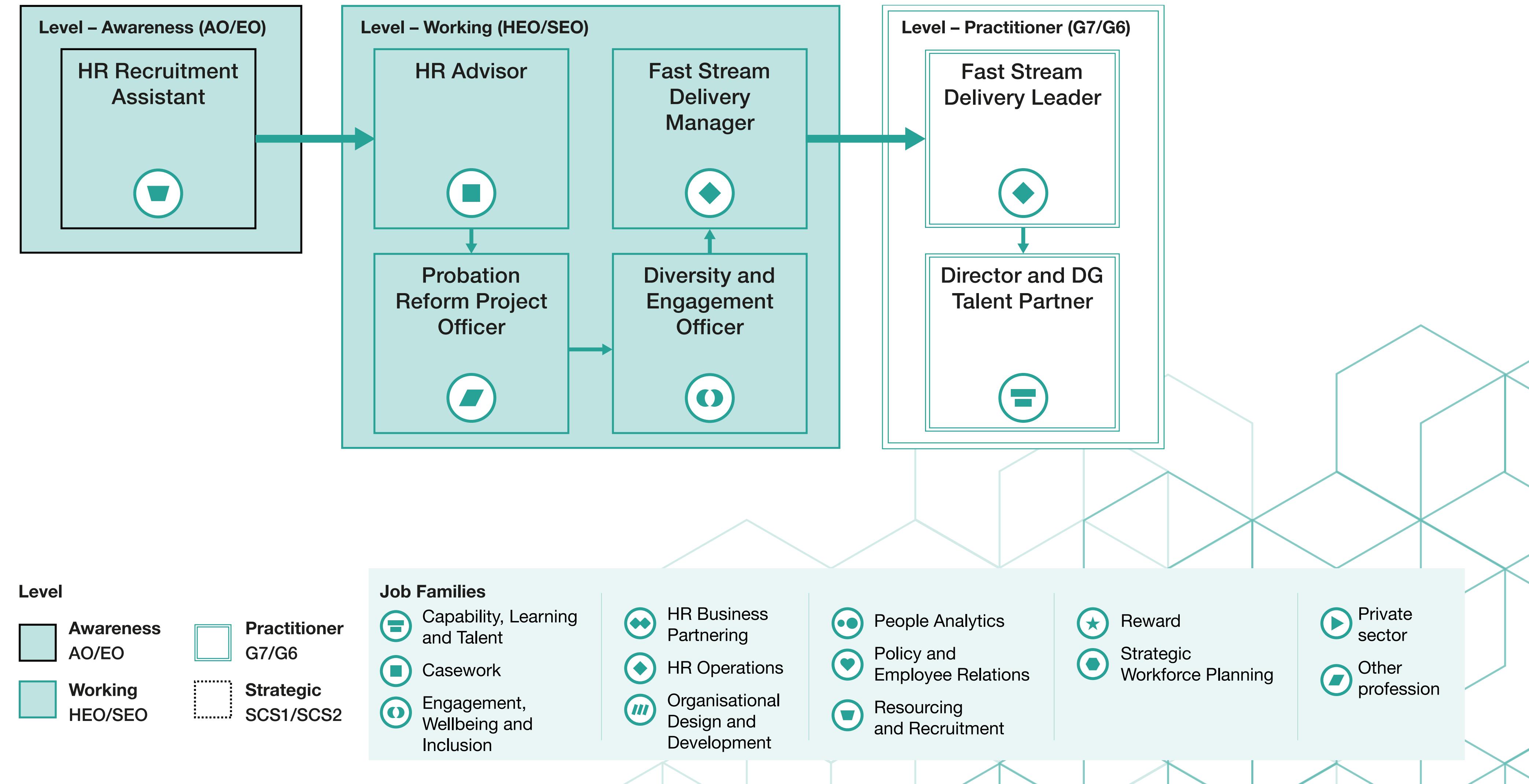




Name: Paddy

Civil Service
departments worked
within: Home Office,
Ministry of Justice,
Cabinet Office

Paddy's Career Journey:



What do you enjoy most about working in your current role?

The opportunity to partner and work in collaboration with SCS talent teams across all departments and functions. I enjoy being a point of coordination and support to so many stakeholders and finding processes and solutions to support all their diverse needs.

What career advice would you give yourself earlier in your career?

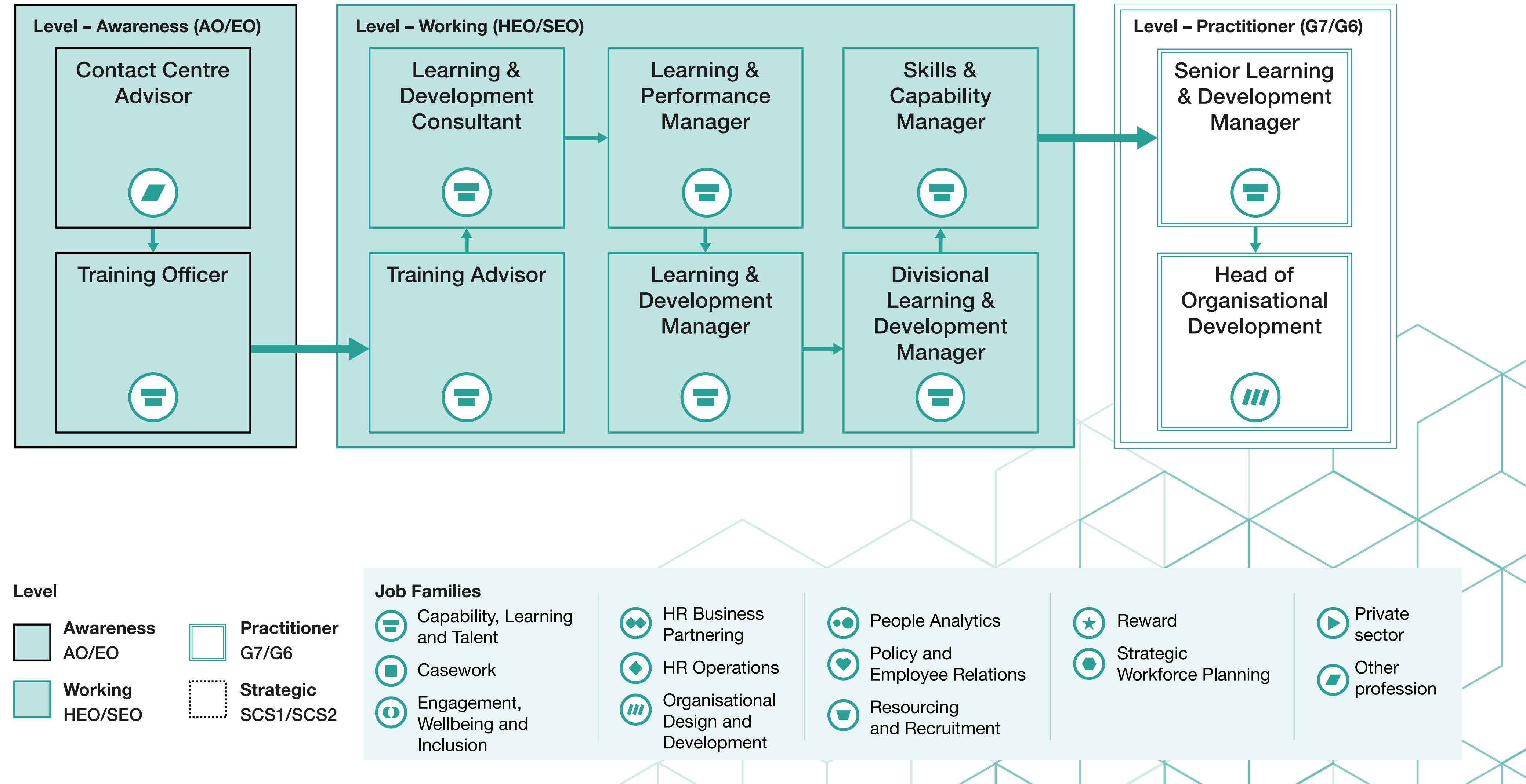
I realise now that not having a clear idea of where I wanted to go didn't mean I couldn't focus on my development and continue to progress. I used to think that without having a defined career path, it was difficult to take ownership of my development. I realise now that you can continue to develop by focusing on your strengths and interests and finding new roles in which to utilise and develop these. This will result in a less planned, but no less rewarding, career journey.





Name: Suzanne

Suzanne's Career Journey:

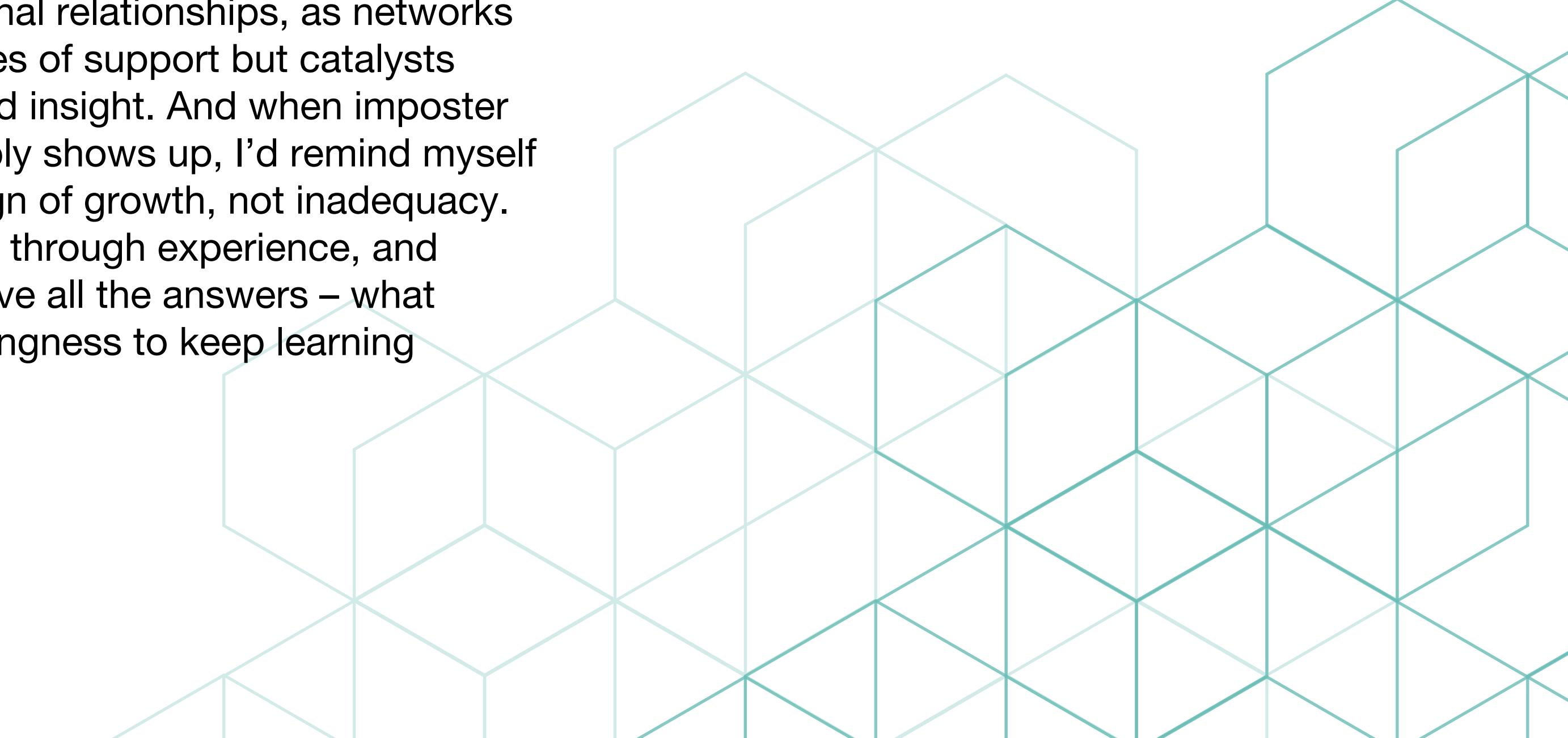


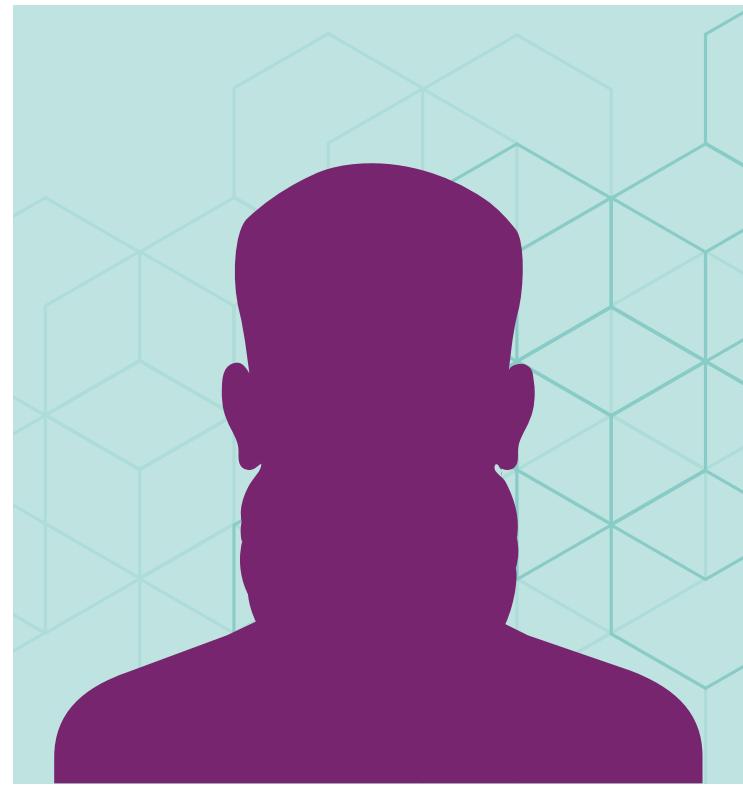
What do you enjoy most about working in your current role?

What I enjoy most in my role as Head of Organisational Development is the opportunity to lead a talented and committed team that delivers real impact for the business. My passion lies in creating meaningful development strategies that not only support individual growth but also drive organisational performance. I find great fulfilment in aligning people initiatives with business goals, ensuring that our work translates into measurable results. Leading a large team allows me to amplify this impact – empowering others to innovate, collaborate, and deliver outcomes that matter. It's the combination of strategic influence, developmental purpose, and collective achievement that makes this role so rewarding.

What career advice would you give yourself earlier in your career?

If I could offer myself career advice earlier in my learning and development journey, I'd highlight the power of curiosity, the importance of building strong networks, and the need to acknowledge and manage imposter syndrome. Staying curious opens doors to innovation and continuous growth – it's what keeps learning fresh and relevant. Every day is a school day! I'd also encourage myself to invest time in cultivating genuine professional relationships, as networks are not just sources of support but catalysts for opportunity and insight. And when imposter syndrome inevitably shows up, I'd remind myself that it's often a sign of growth, not inadequacy. Confidence builds through experience, and it's okay not to have all the answers – what matters is the willingness to keep learning and contributing.

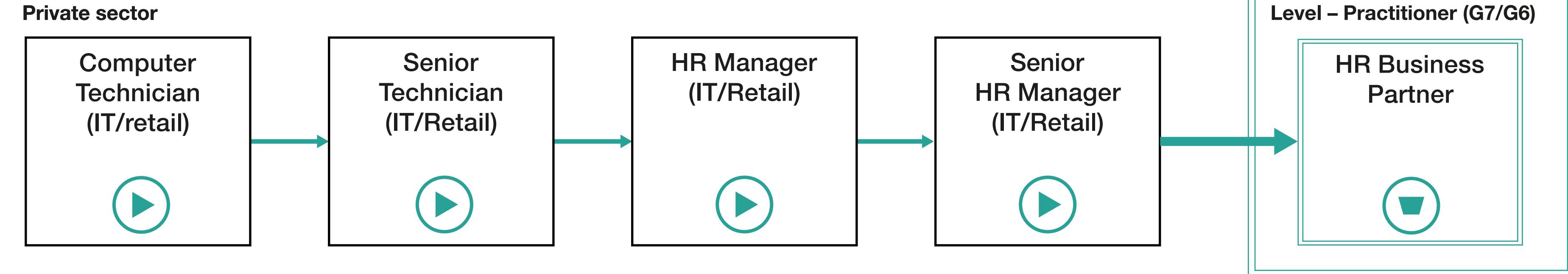




Name: Sean

Civil Service
Departments worked
within: DFT

Sean's Career Journey:



Level

Awareness
AO/EO

Working
HEO/SEO

Practitioner
G7/G6

Strategic
SCS1/SCS2

Job Families

Capability, Learning
and Talent

Casework

Engagement,
Wellbeing and
Inclusion

HR Business
Partnering

HR Operations

Organisational
Design and
Development

People Analytics

Policy and
Employee Relations

Resourcing
and Recruitment

Reward
Strategic
Workforce Planning

Private
sector

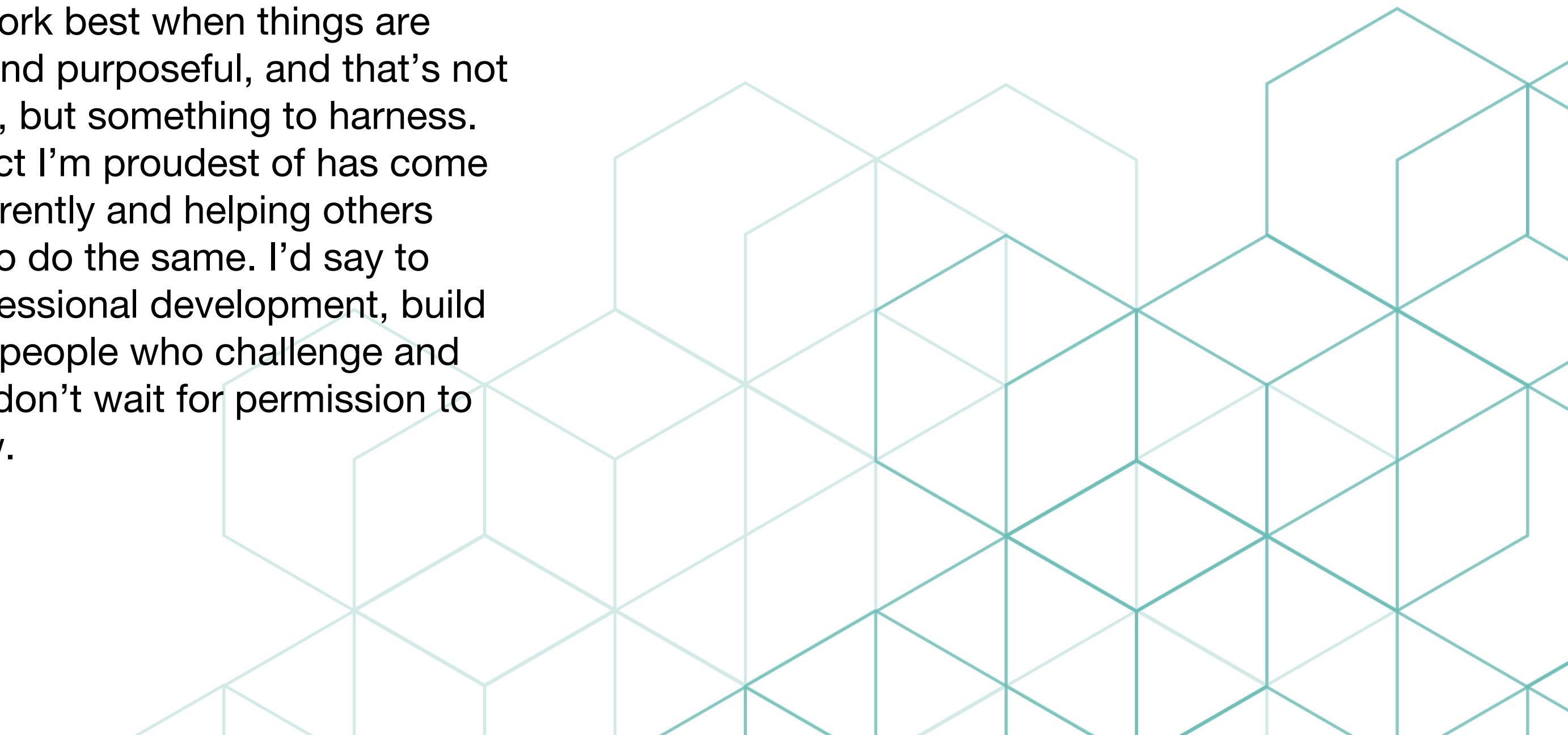
Other
profession

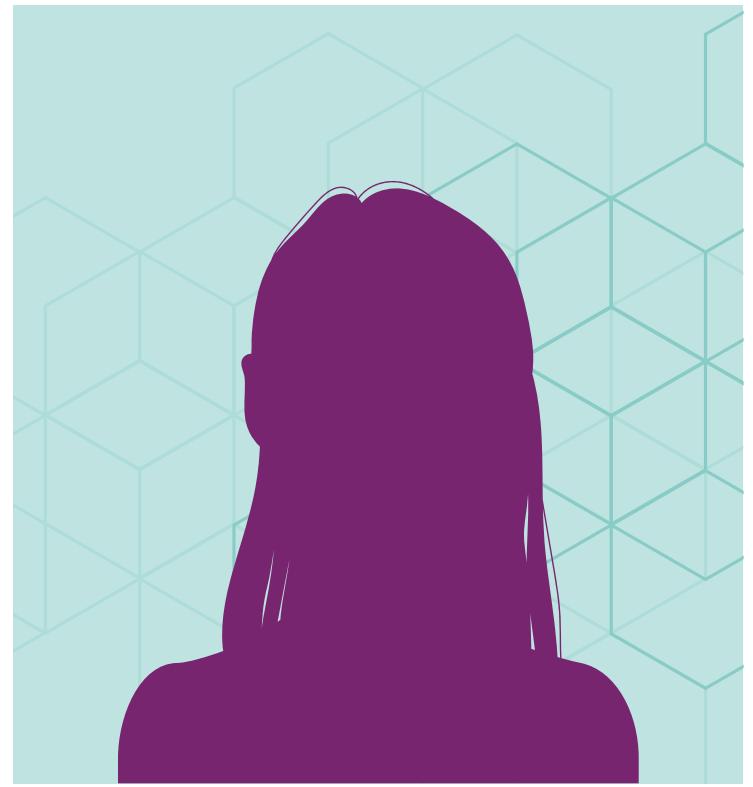
What do you enjoy most about working in your current role?

What I enjoy most is being able to influence how people experience work, not just through policy or process, but by shaping how leaders think and act. I moved into the Civil Service after nearly 20 years in the private sector, where I led teams, developed talent and focused on customer experience. That commercial and people-focused grounding gave me a clear lens: that HR should feel useful, human, and fair. Now, I support senior leaders across a complex portfolio of public service with workforce planning, organisational design and capability building. Every week looks different, but the thread that runs through it all is helping people solve complex problems with clarity. As an autistic professional, I also bring a structured and systems-oriented mindset, which helps me spot patterns and simplify where others might feel overwhelmed. That mix of logic, empathy and public service is what makes the work meaningful.

What career advice would you give yourself earlier in your career?

Don't assume your career needs to follow a straight line. The most interesting moves often happen sideways. My time at Apple gave me an amazing foundation in people leadership, inclusion and systems thinking, but it took me a while to realise how transferable those skills were. Moving into the Civil Service proved that good HR is good HR, regardless of sector. I'd also tell myself to embrace being different. Being autistic means I work best when things are structured, clear and purposeful, and that's not something to hide, but something to harness. Some of the impact I'm proudest of has come from thinking differently and helping others feel safe enough to do the same. I'd say to invest in your professional development, build relationships with people who challenge and support you, and don't wait for permission to try something new.

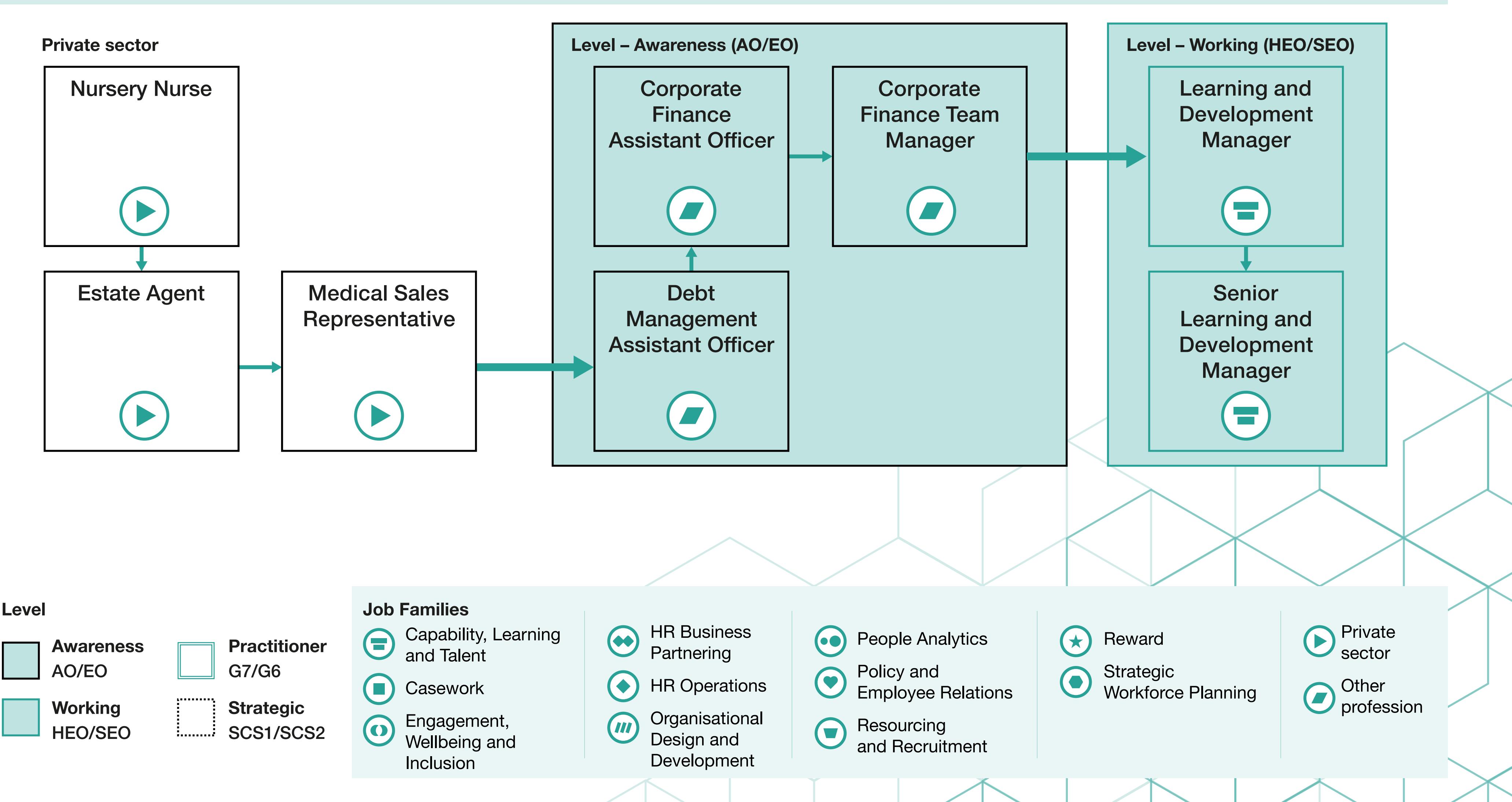




Name: Emma

Civil Service
departments worked
within: HMRC, DESNZ

Emma's Career Journey:



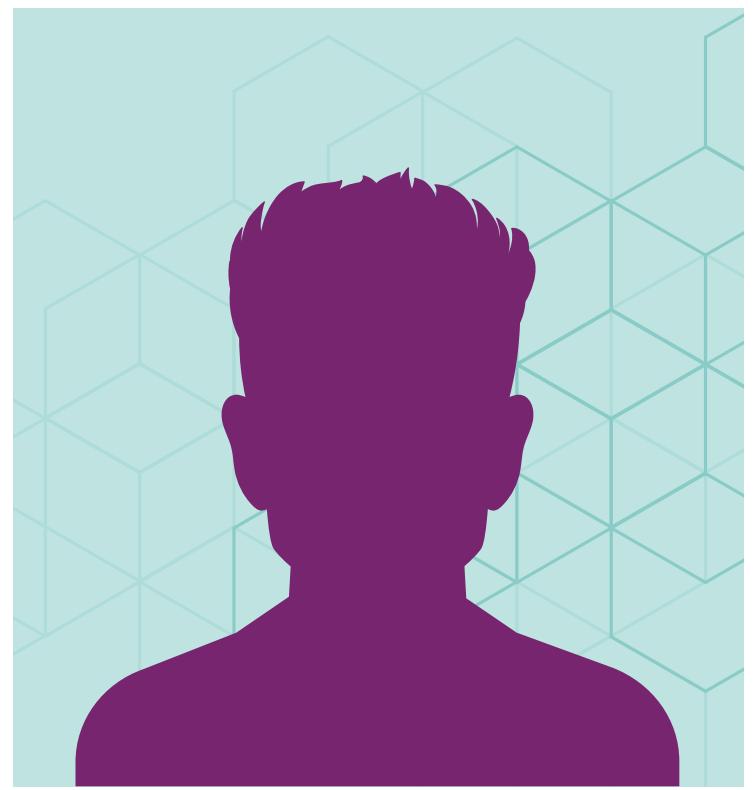
What do you enjoy most about working in your current role?

Meeting new people and inspiring people to learn and develop especially things they thought they could never learn. Seeing the 'lightbulb' moments in people's faces when they realise something is priceless. The ever-changing landscape within government keeps me on my toes and always provides new opportunities which I really enjoy. No day is the same!

What career advice would you give yourself earlier in your career?

Keep learning, be confident in who you are and ask people questions. Find out what others do, and remember that everyone's career path is different and varied. You will find your own way and the right opportunities are out there for you. When one door closes, another opens, but you need to build the doors first.

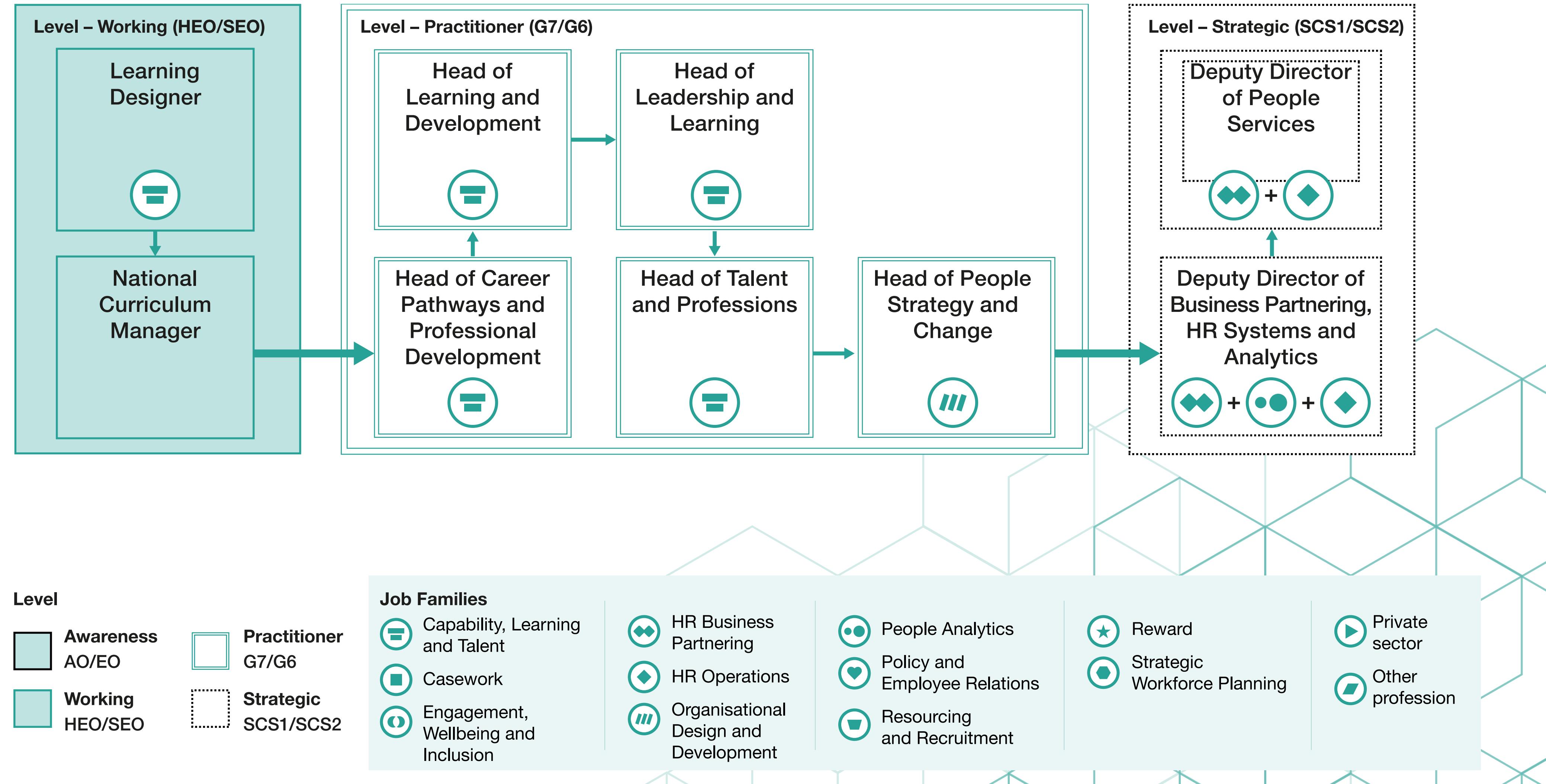




Name: Brian

Civil Service
departments worked
within: CPS

Brian's Career Journey:



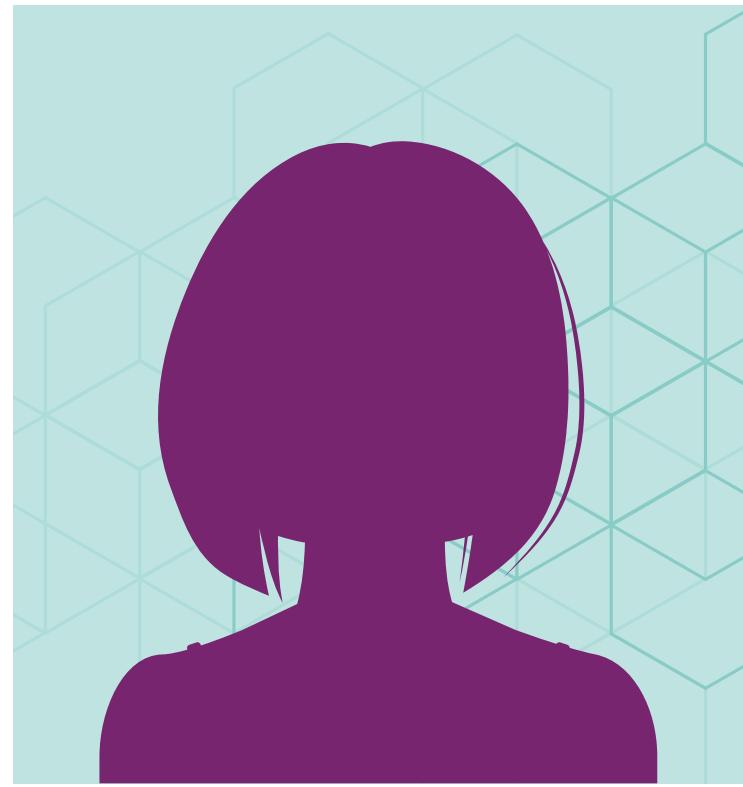
What do you enjoy most about working in your current role?

Working with a highly capable and motivated team in an organisation with a powerful and personally meaningful purpose. The justice system impacts people at their most vulnerable moments, and it's rewarding to know our work directly supports fair and effective outcomes. I lead on critical HR priorities that shape organisational capability and performance, which gives me a real sense of contribution and impact. I also value the variety and stretch that comes with my role – I'm constantly learning about the organisation, myself, and the evolving HR Profession. The opportunity to partner with talented colleagues across government, to share best practice and collaborate on solutions, makes the work both stimulating and purposeful. Every day brings new challenges, but they all connect to something bigger: building a capable, fair and inclusive workforce that supports justice.

What career advice would you give yourself earlier in your career?

I'd tell my younger self not to rush. You don't need to have it all mapped out – the best opportunities often come when you stay open to learning and change. I'd say it's okay not to have all the answers, and that asking the right questions is often more powerful. I'd remind myself that leadership isn't about doing everything yourself; it's about building trust, investing in others and learning to let go when you need to. I'd also say to back your judgement – instinct and integrity usually point you in the right direction. And finally, I'd remind myself that challenge and uncertainty are part of growth, not signs you're failing. Be patient, stay curious, and make time for what matters outside of work – balance gives you the perspective to lead well.





Name: Jen

Civil Service
departments worked
within: OFGEM, DBT

Jen's Career Journey:

Private sector

**Store Assistant
(Speciality retail)**



**Store Manager
(Speciality retail)**



**Recruitment Consultant
(Recruitment Agency)**



Level – Working(HEO/SEO)

Resourcing Partner



Resourcing Manager



Level – Practitioner (G7/G6)

**Head of DDaT
Recruitment**



Level

Awareness
AO/EO

Working
HEO/SEO

Practitioner
G7/G6

Strategic
SCS1/SCS2

Job Families

- Capability, Learning and Talent
- Casework
- Engagement, Wellbeing and Inclusion

- HR Business Partnering
- HR Operations
- Organisational Design and Development

- People Analytics
- Policy and Employee Relations
- Resourcing and Recruitment

- Reward
- Strategic Workforce Planning

- Private sector
- Other profession

What do you enjoy most about working in your current role?

In my first Civil Service role, I found my niche in DDaT, Cyber, and Analysis recruitment – professions known for being challenging to fill. I thrived on that challenge. I partnered with Heads of Profession and hiring managers to scope roles, craft inclusive job descriptions, and run end-to-end campaigns. I helped double the size of the Cyber team and led monthly profession meetings to review MI, share wins, and promote permanent recruitment over costly contractor solutions. My work earned me a nomination – and win! – for Internal Recruiter of the Year in 2024, which was both humbling and affirming that I finally was recognised for my efforts and helped with the crippling imposter syndrome which I suffered with throughout my career.

After three and a half years, I was ready for a new challenge. When the Head of DDaT Recruitment role was advertised, I knew it was the right move as I have a love for DDaT and the challenge of recruiting hard to fill roles. I've now been here for nine months, and I absolutely love the team and culture. My experience managing large teams in my retail career and leading strategic recruitment prepared me well for this role.

What career advice would you give yourself earlier in your career?

At 29, I experienced a life-changing moment when I lost my mum to cancer. That loss made me reassess my priorities. I wanted to be closer to family and turn a deeply difficult time into something positive. Recruitment felt like a natural next step – my communication skills, sales experience, and ability to drive performance made it a perfect fit. Starting my recruitment career at 30 was one of the best decisions I've ever made. I'm proud to work in the Civil Service and grateful for the opportunities it's given me. Recruitment is fast-paced, rewarding, and deeply human. You're helping people shape their careers while championing the incredible opportunities the Civil Service offers.

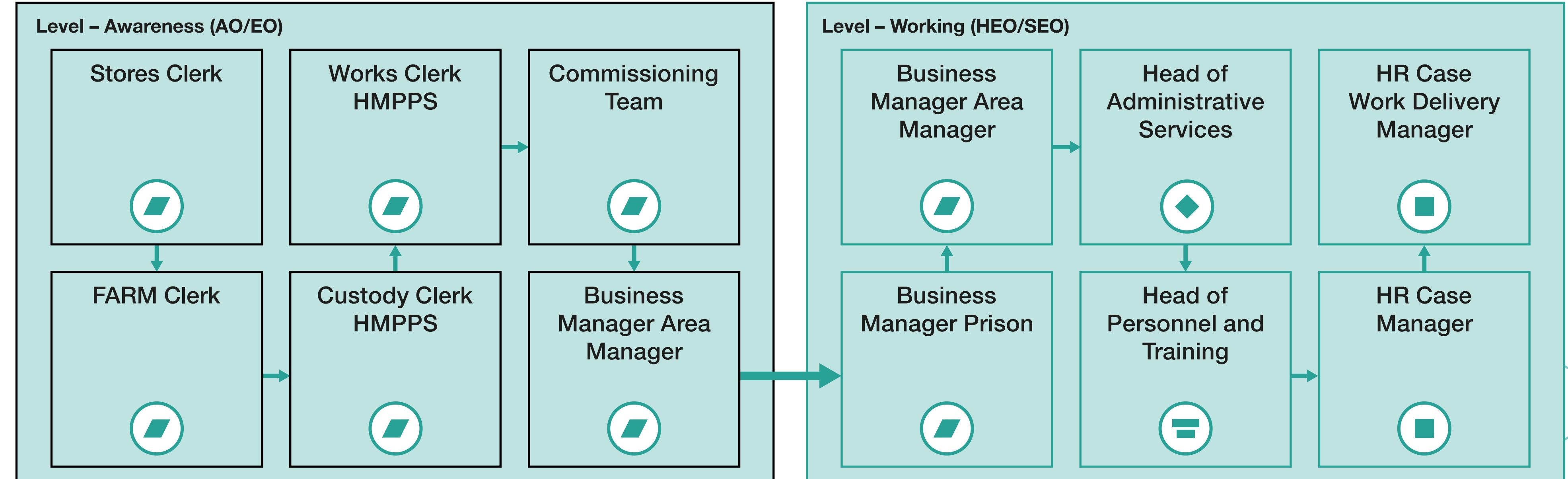
If you have the skills such as communication, empathy, resilience, and drive – I say go for it. Recruitment in the Civil Service isn't just a job; it's a chance to make a difference!



Name: Traci

Civil Service
departments worked
within: HMPPS, MOJ

Traci's Career Journey:



Level

Awareness
AO/EO

Practitioner
G7/G6

Working
HEO/SEO

Strategic
SCS1/SCS2

Job Families

- ◐ Capability, Learning and Talent
- ◐ Casework
- ◐ Engagement, Wellbeing and Inclusion

- ◐ HR Business Partnering
- ◐ HR Operations
- ◐ Organisational Design and Development

- ◐ People Analytics
- ◐ Policy and Employee Relations
- ◐ Resourcing and Recruitment

- ★ Reward
- ◐ Strategic Workforce Planning

- ▶ Private sector
- ◐ Other profession

What do you enjoy most about working in your current role?

The daily ups and downs of supporting in HR matters. There is no two days the same. The ability to have an influence in the workplace and ensure managers understand why policy need to be adhered too can be rewarding especially when being able to refocus a manager's thought processes in a collaborative manner.

Frustrating situations are also fulfilling in so much as they may be a challenge, but you have the opportunity to get in under the skin of a situation and support in resolving it.

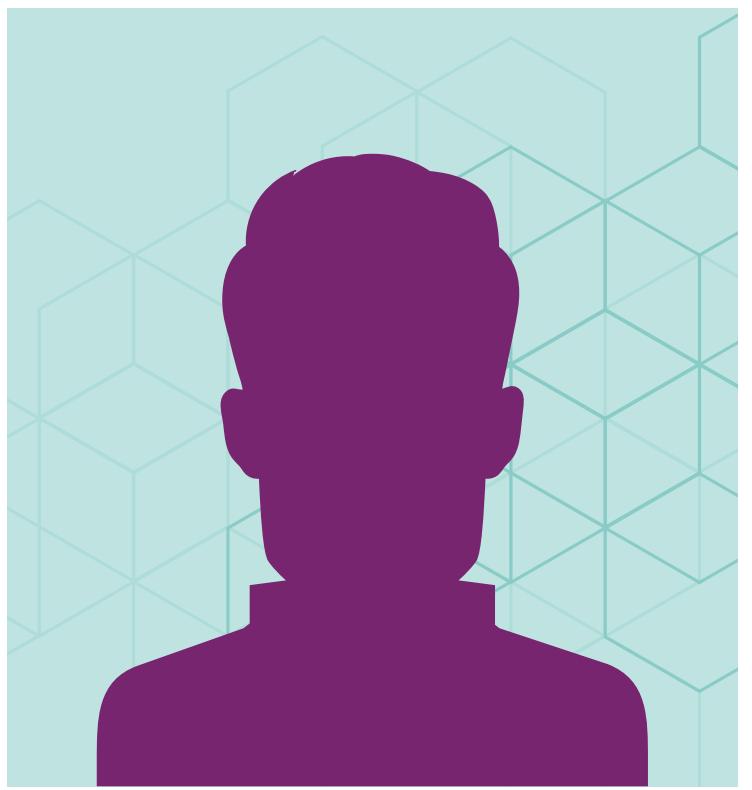
What career advice would you give yourself earlier in your career?

Don't be too hard on myself. I'm my own worst critic and looking back I should have perhaps taken a gamble on some job posts that I now wonder what if.

I never went to uni but rather studied in the workplace both BTECs and Level 7 CIPD. This was a good move but at the time there were doubts whether I would miss uni experience (I never have).

My HR experience has been enhanced by the number of roles I have carried out in the operational space. It's not always necessary but I have found managers can be more forthcoming if they know you understand the culture and the workplace issues. Therefore advice get involved all learning will be of benefit.



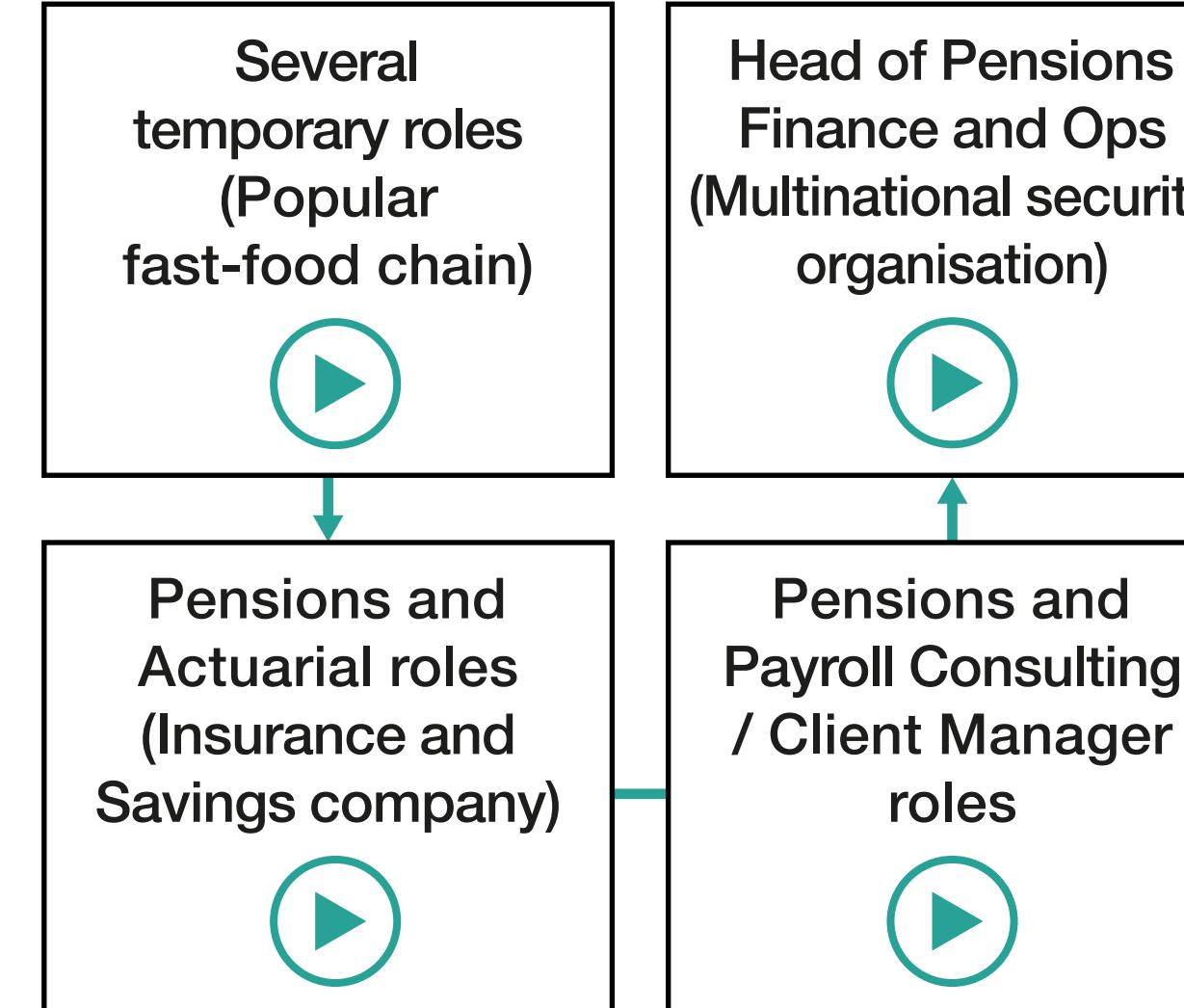


Name: Dominic

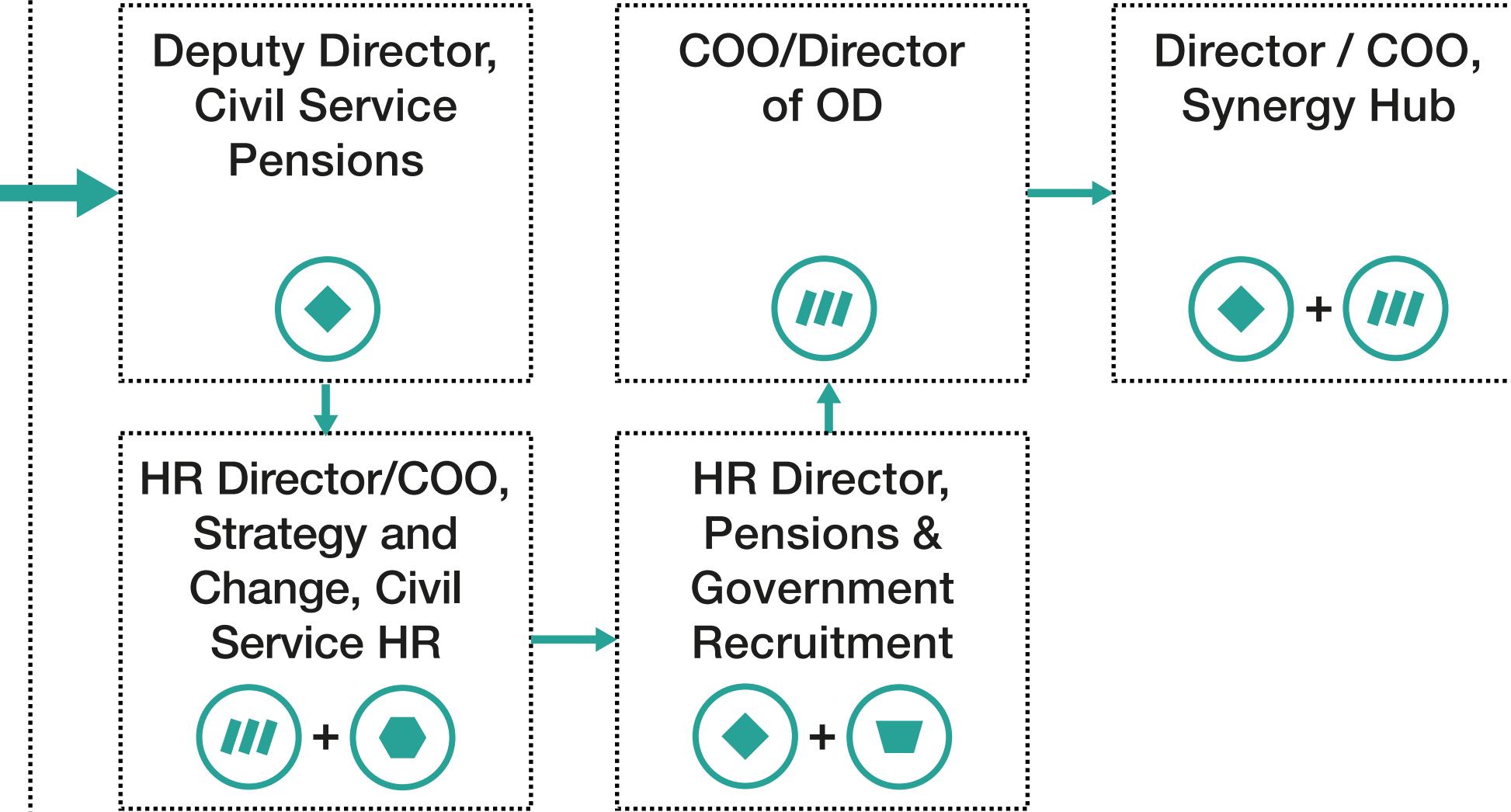
Civil Service
departments worked
within: Cabinet Office,
FCDO, DWP

Dominic's Career Journey:

Private sector



Level – Strategic (SCS1/SCS2)



Level

Awareness
AO/EO

Working
HEO/SEO

Practitioner
G7/G6

Strategic
SCS1/SCS2

Job Families

- ⊖ Capability, Learning and Talent
- ⊖ Casework
- ⊖ Engagement, Wellbeing and Inclusion

- ⊖ HR Business Partnering
- ⊖ HR Operations
- ⊖ Organisational Design and Development

- ⊖ People Analytics
- ⊖ Policy and Employee Relations
- ⊖ Resourcing and Recruitment

- ★ Reward
- ⊖ Strategic Workforce Planning

- ▶ Private sector
- ⊖ Other profession

What is your current role?

Chief Operating Officer to establish and lead a Shared Services Hub. The Hub will be the enduring organisation that will run back office services on behalf of four large government departments and their Arm's Length Bodies, leading and finessing the new organisation's design and operating model while managing current live service. The role also involves leading the Hub in establishing the new way of working, combining the live running of shared services across the four departments into one area, impacting over 250,000 public and Civil Service employees.

What do you enjoy most about working in your current role?

It is huge, exciting and occasionally tiring! It is one of the largest programmes in Government and I'm delighted to be part of it. Programmes this big and complex don't come around very often and the opportunity to build from scratch and leave a lasting legacy inspires me. My previous roles have prepared and led me to

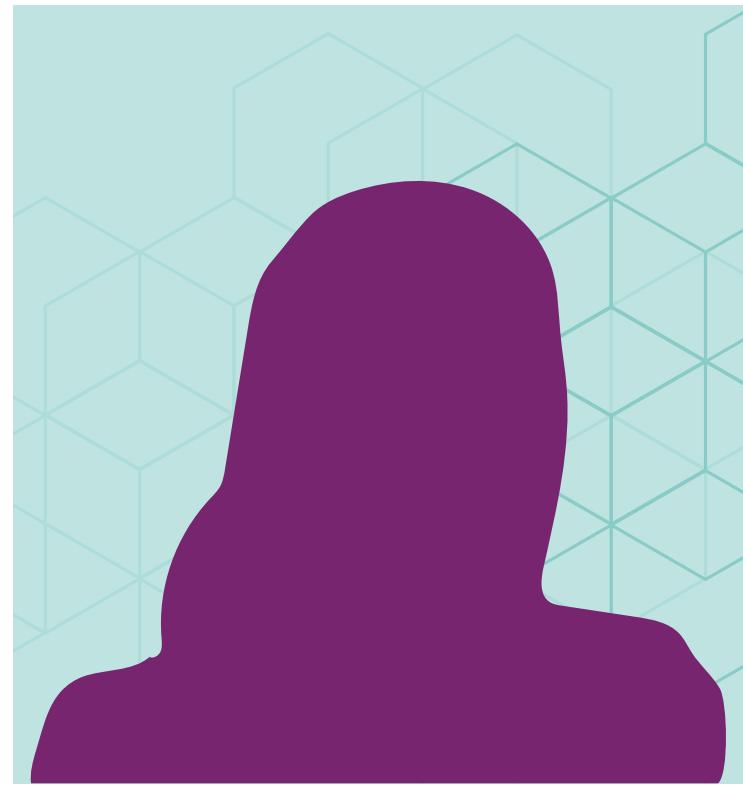
this. I have led large programmes, and run large, corporate services and operations teams providing services to multiple departments. I've also delivered ERP implementations and have managed BPO and BPS providers. I have experience in functional standards delivery in addition to my involvement in originating the Shared Services for Government Strategy. It's very interesting to rejoin the story now as things are getting practical. All of that, and with the brilliant team I have, I am confident we can achieve our outcomes of building a user-centric shared services organisation.

What career advice would you give yourself earlier in your career?

These are tips I would give to my younger self, and indeed to anyone as part of their career development:

- Be yourself, know yourself and look after yourself
- Respect others' differences; champion differences; defend differences – of opinions and backgrounds

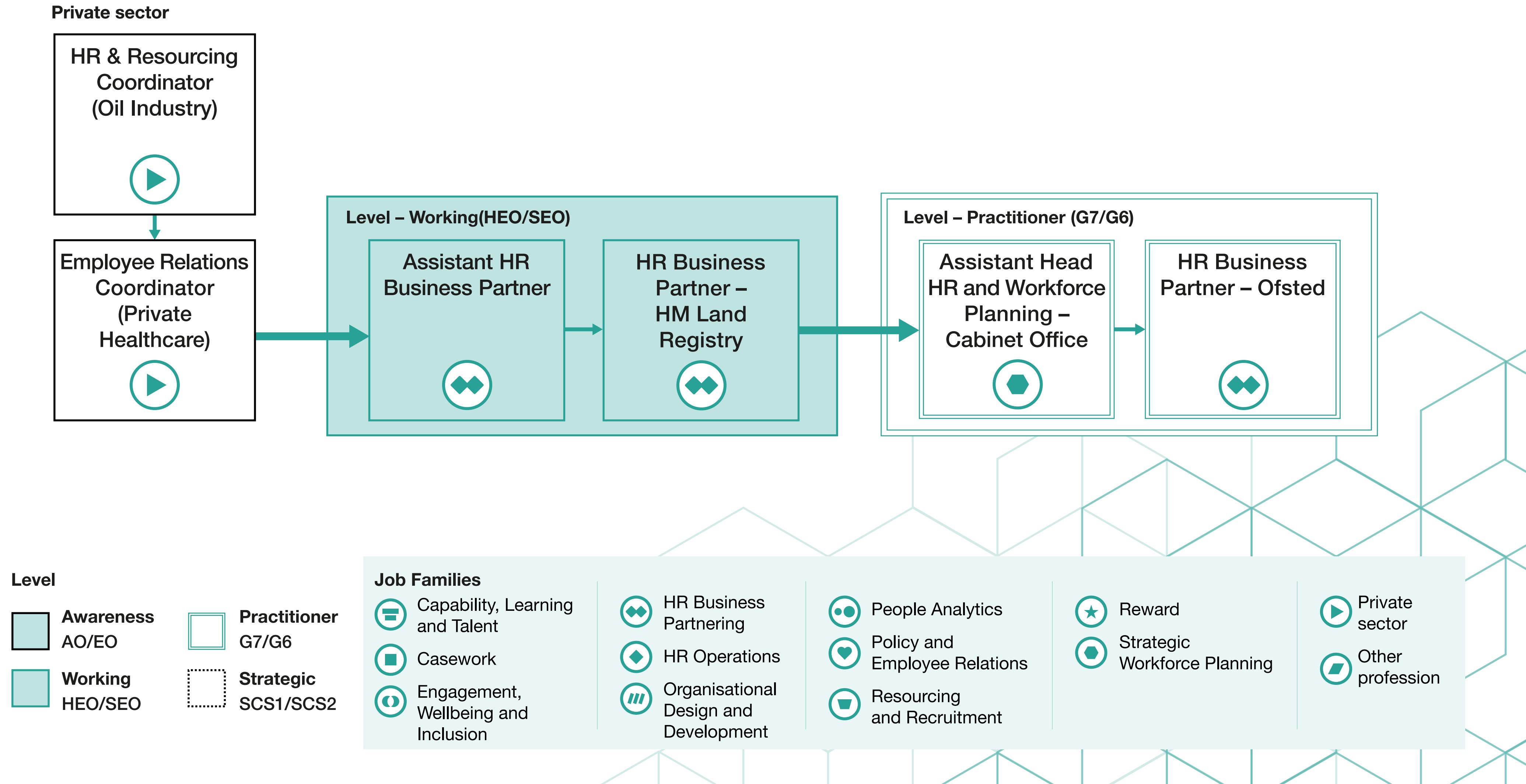
- Lifelong learning and development; take something from every role, every situation
- Attitude tops it all – 'if you think you can...'
- Build networks
- Be careful with your criticism and generous with your praise; build people up and not destroy
- Be the first to accept and adapt to change – early mover advantage always pays
- 'Rivers do not drink their own water; trees do not eat their own fruit; the sun does not shine on itself, and flowers do not spread their fragrance for themselves' – So, be the source from which others grow and progress. Give unto others what you would have wanted given to you. Be the change you want to see.



Name: Sara

Civil Service
departments worked
within: DCMS,
HM Land Registry,
Cabinet Office, Ofsted

Sara's Career Journey:

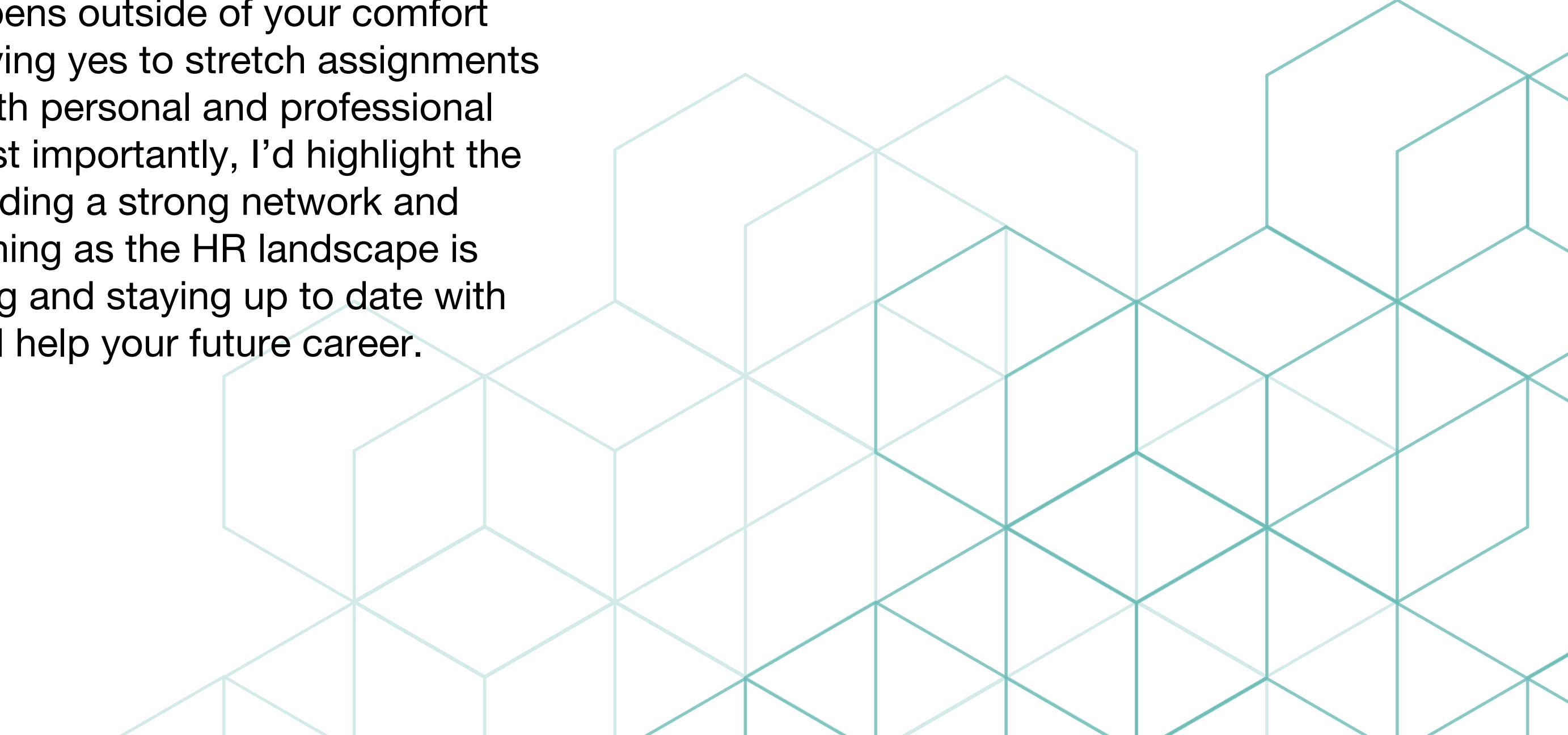


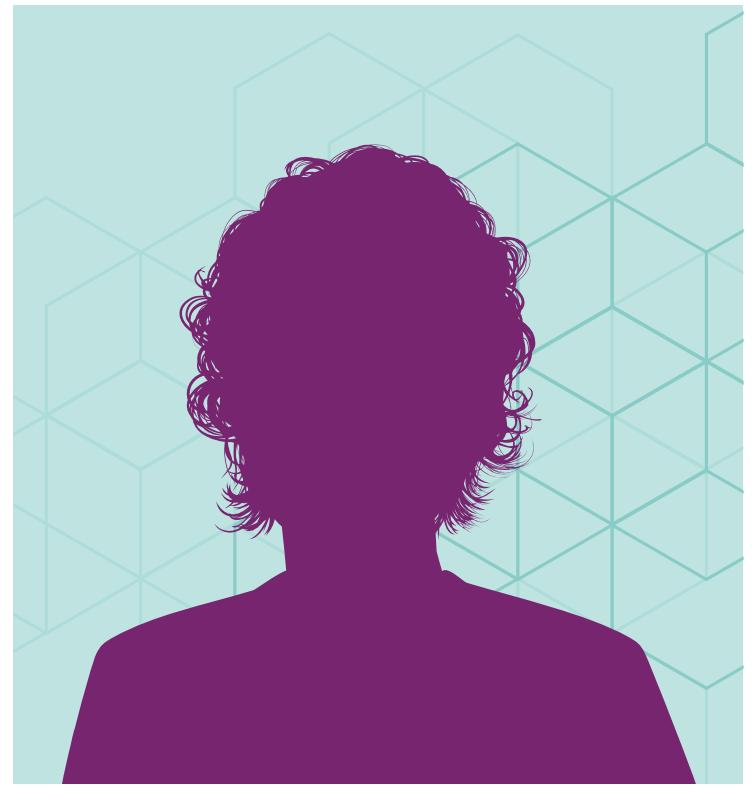
What do you enjoy most about working in your current role?

What I love most about being an HR Business Partner is the mix of people and strategy. I get to work closely with senior leaders and their teams to help them solve challenges and create a great employee experience. No two days are the same in this role. One day I could be supporting a director with a complex people issue and the next I'm driving engagement initiatives or helping shape business decisions. I really enjoy being that trusted person who can make a difference, whether it's improving team performance or supporting employee or team growth. It's a role that keeps me learning, collaborating, and making an impact, which is exactly what I find rewarding.

What career advice would you give yourself earlier in your career?

I would tell myself to be more confident in my voice and trust my instincts. Early on, I often second-guessed myself, especially in rooms with more senior stakeholders. Over time, I've learned that my perspective is valuable and that speaking up can lead to meaningful change. I'd also remind myself that career growth isn't always linear and there's always something to learn from each role. I'd also remind myself that growth often happens outside of your comfort zone, and that saying yes to stretch assignments can accelerate both personal and professional development. Most importantly, I'd highlight the importance of building a strong network and to never stop learning as the HR landscape is constantly evolving and staying up to date with these changes will help your future career.

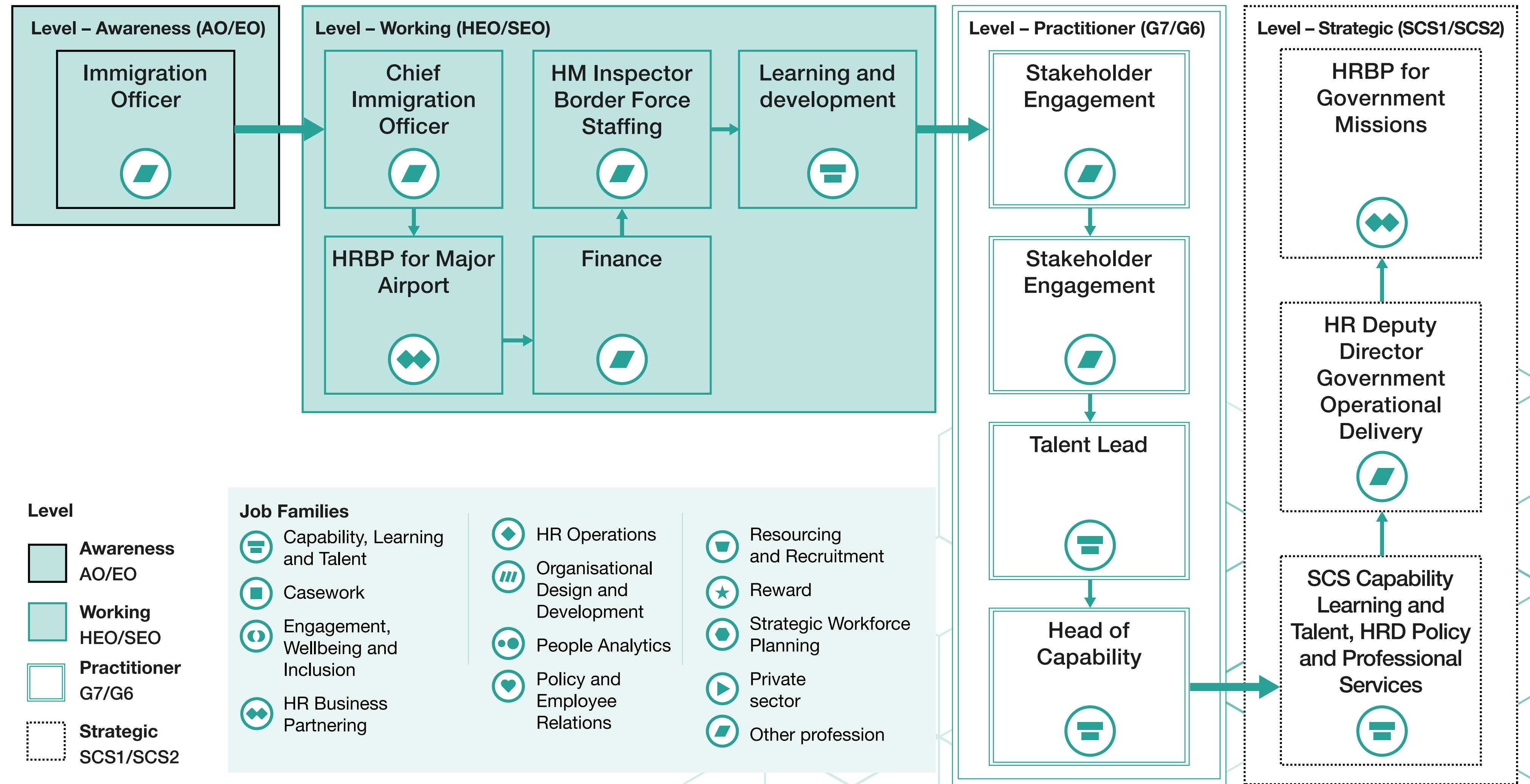




Name: Julie

Civil Service
Departments worked
within: Home Office,
DWP, Cabinet Office

Julie's Career Journey:



What do you enjoy most about working in your current role?

I enjoy the cross government engagement, working across 6 depts and with Government People Group, CS Strategy and No10. This leads to having a strategic perspective I really enjoy looking at unblocking and enabling missions through innovation – starting small with a view to scaling up and supporting reform.

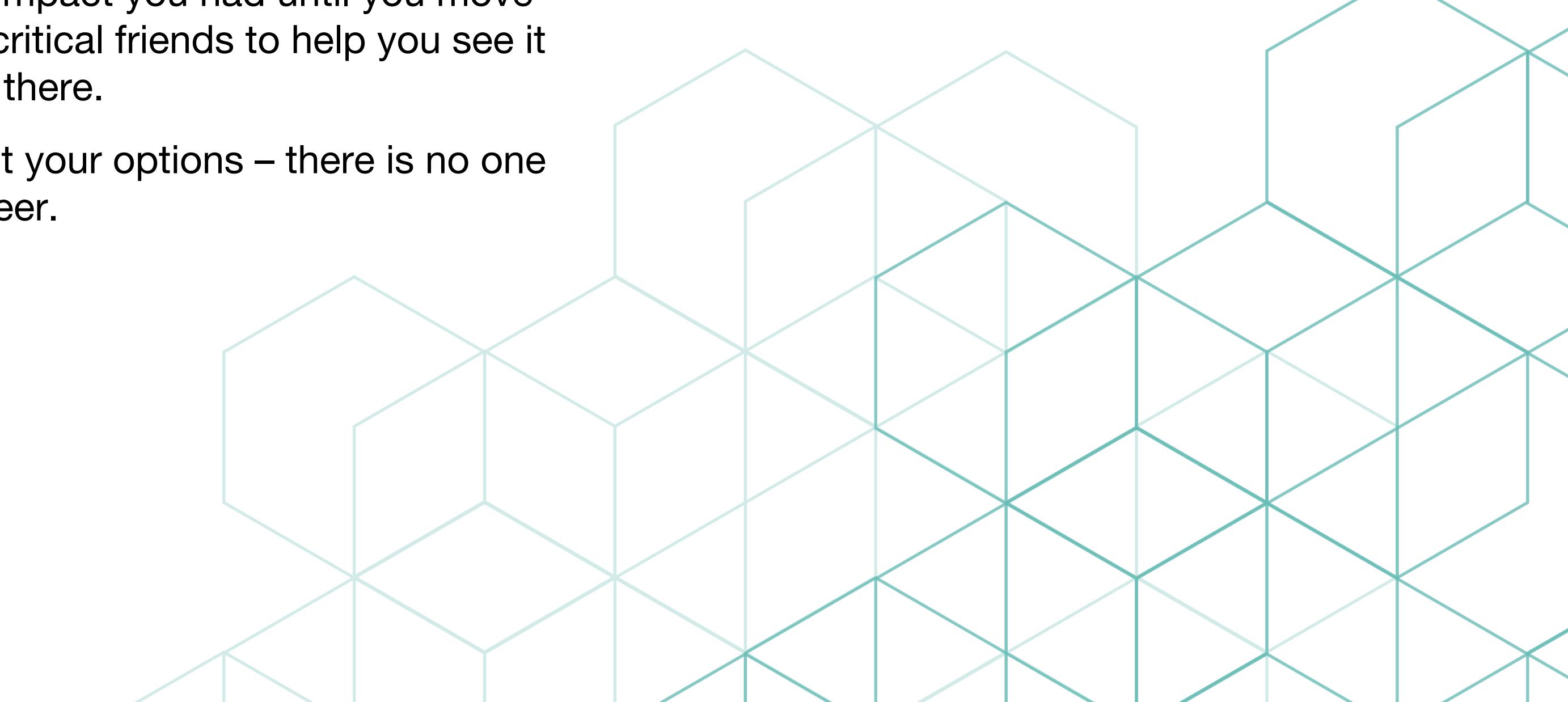
What career advice would you give yourself earlier in your career?

Test yourself in different contexts – you can move around a lot in big operational departments but it's good to see different parts of government and elsewhere.

Build your self belief – remind yourself regularly of your achievements over time – really helps in those moments of setback.

Ask others what they see in you – sometimes you can't see the impact you had until you move role so find good critical friends to help you see it whilst you are still there.

Always think about your options – there is no one way to build a career.



Further Reading and Resources



This framework has been developed by the People Function. Any enquiries should be directed to: peoplefunction@@cabinetoffice.gov.uk

Alongside the HR Professional Standards there are several other standards and frameworks you should be familiar with to develop your career in the HR Profession.

Document	Purpose	When to use
<u>Success Profiles</u>	<p>The Success Profile framework has been introduced to attract and retain people of talent and experience from a range of sectors and all walks of life. The HR Success Profiles are a powerful tool when considering your career path. They are a great way to help you assess your strengths and behaviours, and draw out your experiences and skills. Understanding these can help you shape your career path and keep your skills relevant for current and future roles.</p>	<p>Can be used alongside this framework to help you to plan your next step and tailor your development to meet the requirements of future roles.</p> <p>When applying for Civil Service roles.</p> <p>When creating a job advert.</p>
<u>People Functional Standards</u>	<p>HR People Functional Standards sets expectations for the leadership and management of human resources across government, ensuring people are recruited, developed and deployed to meet the government's needs. This standard provides direction and guidance for practitioners in the Civil Service HR Profession.</p>	<p>This document is for departmental use when developing and implementing policy and practice.</p>
<u>CIPD Profession Map</u>	<p>The Civil Service works closely with the CIPD, the professional body for HR and people development, to promote professionalisation and development opportunities for its HR professionals. The Civil Service Professional Standards have been created in line with the map.</p>	<p>For development purposes.</p> <p>When undergoing a CIPD assessment.</p>

Document	Purpose	When to use
Civil Service Line Management Standard	<p>If your role in the HR Profession involves line management responsibility you use the Line management standards to help the essential skills and knowledge required for effective line management within the Civil Service.</p>	<p>When you are a line manager or in the process of becoming one.</p>
Government People Function and HR Profession Induction	<p>To inform individuals of the structure of the Government People Function and HR Profession. It is designed to sit alongside departmental and cross Civil Service products.</p>	<p>When you are new to the profession or role.</p> <p>When you would like to refresh your knowledge.</p>
<p>Other Functions & Professions Frameworks and guidance documents:</p> <p><u>Analysis, Commercial, Communications, Counter Fraud, Digital & Data, Operational Delivery, Policy, Project Delivery, Property, Security, Science & Engineering</u></p>		<p>If you are interested in considering how your skills match to other professions.</p> <p>If you span two professions.</p>



Government People Function

peoplefunction@cabinetoffice.gov.uk

