

**Matt Gofton**  
**Senior Employer Engagement Manager**  
**07525101339**  
[m.gofton@cipd.co.uk](mailto:m.gofton@cipd.co.uk)

**6<sup>th</sup> Feb 2019**



# Who are the CIPD?

# CIPD

We are the professional body for experts in people at work. For more than 100 years we've been championing better work and working lives by setting professional standards for HR and people development.

With hubs in the UK, Ireland, Middle East and Asia, we're the career partner of choice for more than 155,000 members around the world. We're the only body in the world that can award Chartered status to individual HR and L&D professionals, and our independent research and insights make us trusted advisers to governments and employers.

## Award winning world Class Content

From books, factsheets, podcasts and toolkits.



## Employer Engagement

Working with organisations worldwide to improve their performance, develop capabilities and recognise professionalism within their teams.



## Policy Engagement

We engage with policy makers and draw on the expertise within our 140,000+ strong membership base to inform our views to government\*.



## Awarding body

We are the awarding body for a range of HR and L&D qualifications. We set HR standards globally to build the capabilities of effective HR professionals.



## Community Investment

We are supported by thousands of volunteers who enable us to contribute positively to local communities through our branch networks and membership.



## Events

From our annual conference to our leaders in learning network, we host many events throughout the year bringing together some of the most influential thinkers in HR and L&D.



## Qualifications and Short Courses

We deliver a range of qualifications and short courses globally.



## Membership and Assessment

Gain CIPD membership by studying a CIPD qualification or demonstrate you have the relevant experience within HR/L&D through experience assessment. Members get access to a wealth of resources and benefits to support their career.

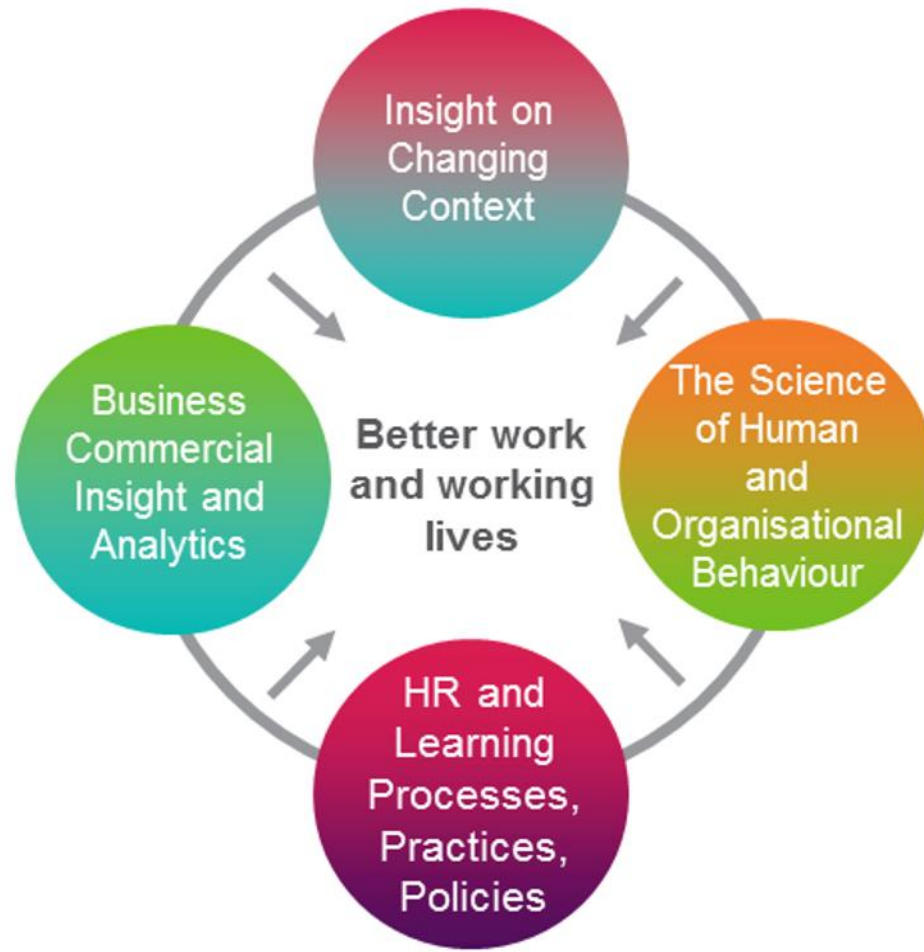


## Research and Thought Leadership

Our research brings together academics and practitioners to build a credible evidence base for the profession and push the boundaries of knowledge on people, work and change.



# Setting the agenda



# The CIPD New Profession Map

# Activity

What has significantly changed within HR/L&D over the last 5 years?



# Why are we doing this

19,000 people professionals consulted

## Purpose of the profession

To champion better work and working lives

## World of work is changing

The future will raise new questions but also new opportunities

## People profession is changing

Need the confidence and capability to guide our decision making, actions and behaviour

## New Profession Map

What's required to make your greatest impact and thrive in the changing world of work

# What's in the new Profession Map?

Sets out the international standard for people professionals to make their greatest impact and thrive in a changing world of work

## Purpose

The fundamental purpose of the people profession is to **champion better work and working lives**. Everyone connected to the world of work has a role to play in delivering this.

## Professional values

At its best, the people profession is **principles-led, evidence-based and outcomes-driven**.

## The standards

Clear **knowledge** and **behaviour** standards to put the values into practice. Relevant for all people professionals.



# About the new Profession Map

An evolution of and a step-change from the 2015 Profession Map

Ties professional knowledge and behaviour to the purpose of the people profession

Shifts the focus from context-specific best practice to values-based decision-making

Will evolve in line with the world of work; keeping you future-fit for years to come

Clear, easy to understand and ready to apply to your daily work

Developed with you, for you – created in consultation with business leaders, industry experts, CIPD members and partner organisations globally

Works for all people professionals: those starting out, senior people directors, broad generalists, specialists







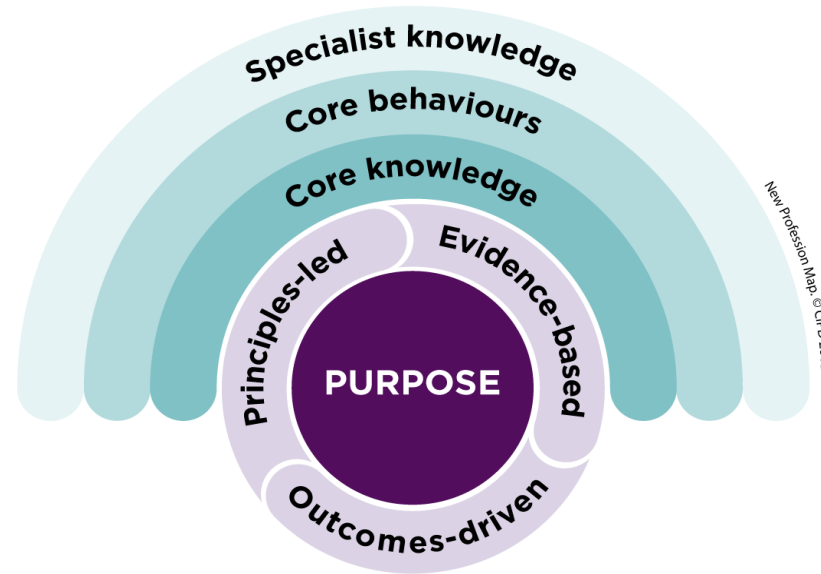
What does excellence in HR look like?

# The Old Profession Map



# The New Profession Map

The new Profession Map sets the international standard for people professionals to make their greatest impact and thrive in a changing world of work.



## Core knowledge

- People practice
- Culture and behaviour
- Business acumen
- Analytics and creating value
- Digital working
- Change

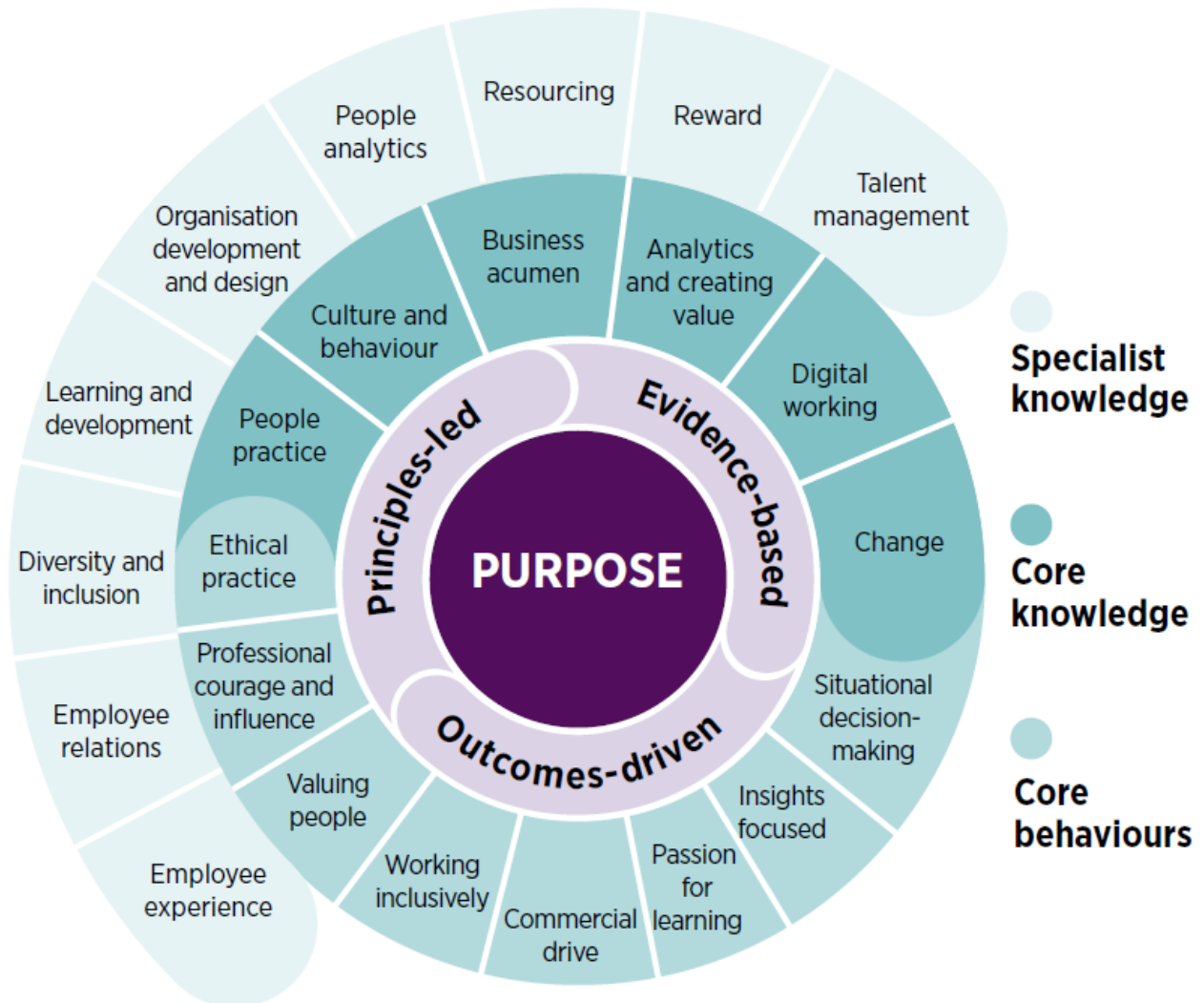
## Core behaviours

- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Situational decision-making
- Insights focused

## Specialist knowledge

- Employee experience
- Employee relations
- Diversity and inclusion
- Learning and development
- Reward
- Talent management
- Resourcing
- Organisation development and design
- People analytics





New Profession Map. © CIPD 2018




# Knowledge

Experts in...

 People

 Work

 Change

People  
practice

Culture and  
behaviour

Business  
acumen

Analytics  
and creating  
value

Digital  
working

Change



# Behaviours

Ethical practice

Professional courage and influence

Valuing people

Working inclusively

Passion for learning

Insights focused

Situational decision-making

Commercial drive

- Principles led
- Evidence based
- Outcomes driven



# Specialisms

- Employee experience
- Employee relations
- Diversity and inclusion
- Learning and development
- Organisation development and design
- People analytics
- Resourcing
- Reward
- Talent management



# The different parts

## How it all comes together



### Professional values

Guiding you to make better people and workplace decisions.



### Core behaviours

The way you approach your work, irrespective of role, sector or specialism.



### Core knowledge

What you have to know to be considered an expert in people, work and change.



### Specialist Knowledge

Specialist knowledge  
The technical knowledge you need if you choose to specialise.



### Your best impact

The uniquely positive role you play in creating better work and working lives.





# The impact levels



## Fundamental level

Your work is likely to be tactical, and focused on the day-to-day delivery of tasks. You'll gather information to use in your role, and use information to understand your work, organisation and profession.

You'll work with and deliver immediate and short-term outcomes for your manager, colleagues and customers.

**The Fundamental level is not aligned to any grade of CIPD professional membership.**



## Associate level

Your work will usually be operational, with some complexity. You'll contribute to the thinking around your work, and analyse information to inform your choices and actions.

You'll work with and influence immediate colleagues and customers, though your work will create short-term value for a wider audience.

**Associate level is equivalent to Associate member (Assoc CIPD).**



## Chartered Member level

Your work will require thinking at a strategic level, and have complexity in the thinking and/or delivery. You'll critically question information and evaluate it to make judgements and decisions.

You'll work with and influence a range of stakeholders, creating medium to long-term value for a wide audience.

**Chartered Member level is equivalent to Chartered Member (Chartered MCIPD).**



## Chartered Fellow level

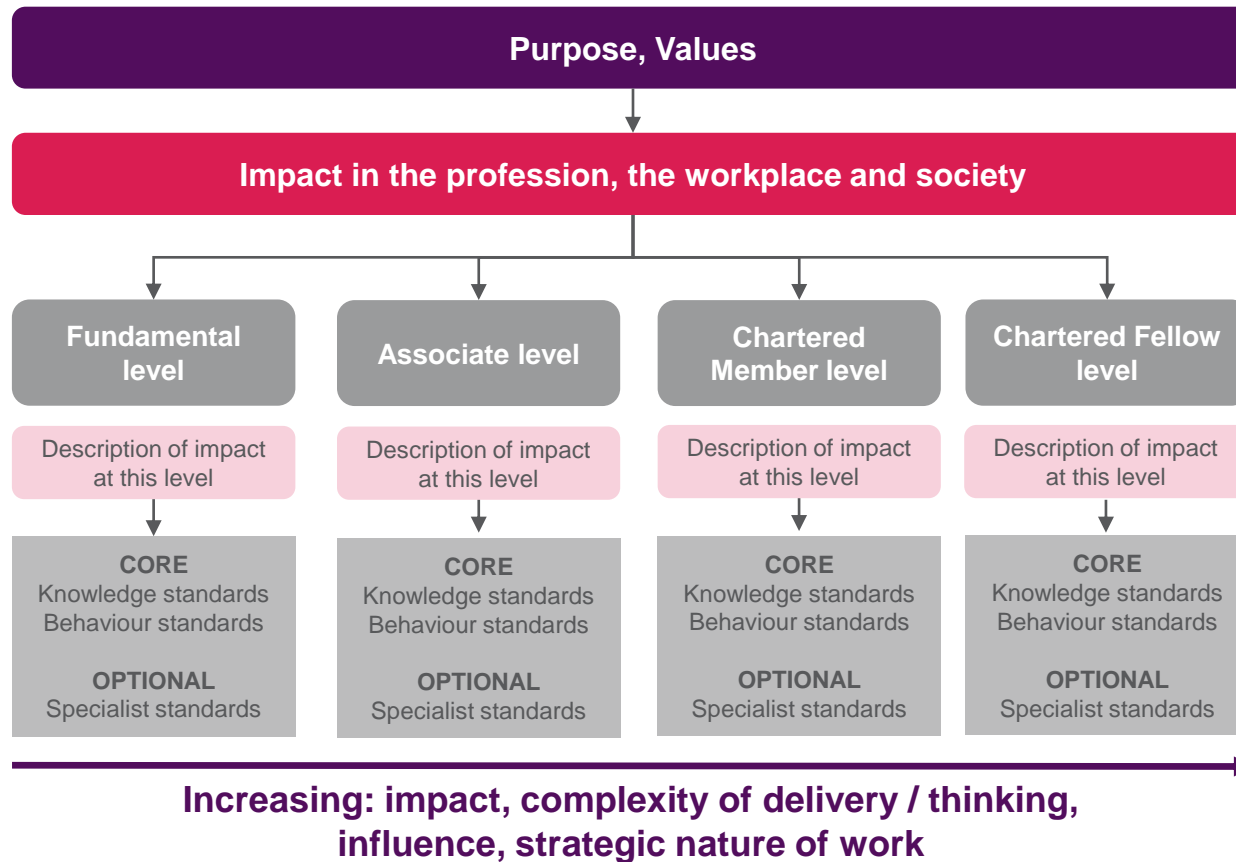
Your work is likely to be entirely strategic in thinking and/or delivery, with a significant level of complexity. You'll develop evidence-based thinking to shape the profession or drive people change.

You'll influence stakeholders across the profession, and create long-term value for significant numbers of people.

**Chartered Fellow level is equivalent to Chartered Fellow (Chartered FCIPD).**



# New Profession Map structure



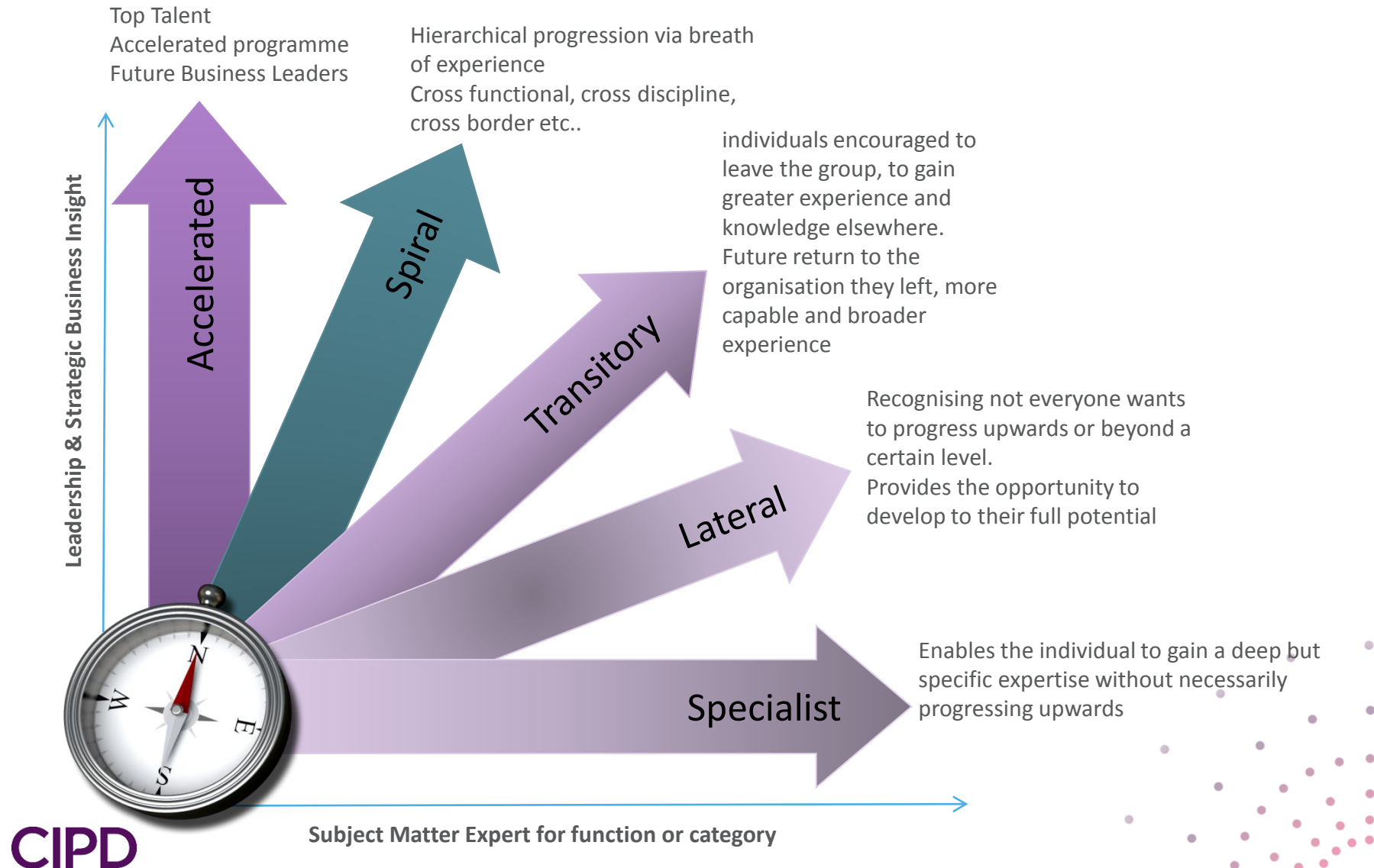
	Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Nature of your work	<ul style="list-style-type: none"> <li>Tactical work</li> <li>Day-to-day delivery</li> <li>Delivering outcomes for the people profession</li> </ul>	<ul style="list-style-type: none"> <li>Operational work, reacting to business need</li> <li>Some complexity</li> <li>Contributing to thinking around the work</li> <li>Delivering outcomes for the people profession</li> </ul>	<ul style="list-style-type: none"> <li>Thinking strategically</li> <li>Complexity in the work</li> <li>Working with a range of stakeholders</li> <li>Usually operational delivery</li> <li>Delivering outcomes for the people profession</li> </ul>	<ul style="list-style-type: none"> <li>Usually entirely strategic</li> <li>Significant level of complexity</li> <li>Delivering outcomes for the people profession</li> </ul>
How you use information	<ul style="list-style-type: none"> <li>Gathering information to use in your work</li> <li>Using information to understand your work, organisation and profession</li> </ul>	<ul style="list-style-type: none"> <li>Analysing information from different sources</li> <li>Using information to inform your choices and actions</li> </ul>	<ul style="list-style-type: none"> <li>Synthesising information from a range of sources</li> <li>Critically questioning and evaluating information</li> <li>Using information to make judgements and decisions</li> </ul>	<ul style="list-style-type: none"> <li>Developing evidence-based thinking on complex topics which shapes the profession or drives complex people programmes</li> </ul>
Your influence and impact	<ul style="list-style-type: none"> <li>Working with immediate colleagues and / or customers</li> <li>Creating immediate and short term value</li> </ul>	<ul style="list-style-type: none"> <li>Working with and influencing immediate people professional colleagues and / or customers</li> <li>Creating short term value for a wider customer base than those you immediately work with</li> </ul>	<ul style="list-style-type: none"> <li>Working with and influencing a range of people professionals and other stakeholders</li> <li>Creating medium to long term value for a wide range of people</li> </ul>	<ul style="list-style-type: none"> <li>Working with and influencing a wide range of people across the profession and wider networks and partnerships</li> <li>Usually creating long term value for significant numbers of people</li> </ul>



	Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
CIPD professional membership	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• Associate member</li> </ul>	<ul style="list-style-type: none"> <li>• Chartered Membership</li> </ul>	<ul style="list-style-type: none"> <li>• Chartered Fellowship</li> </ul>
Who should look at the standards at this level?	<ul style="list-style-type: none"> <li>• Anyone whose work matches the description at this level</li> <li>• Student members studying towards Foundation and Intermediate qualifications, or Affiliate members who meet the descriptions above might operate at this level</li> <li>• Some people who have responsibility for people management might also be working at this level</li> </ul>	<ul style="list-style-type: none"> <li>• Anyone whose work matches the description at this level</li> <li>• Student members studying towards Intermediate and Advanced qualifications, or Affiliate members who meet the descriptions above might operate at this level</li> <li>• Some people who have responsibility for people management might also be working at this level.</li> </ul>	<ul style="list-style-type: none"> <li>• Anyone whose work matches the description at this level</li> <li>• Student members studying towards Advanced qualifications, or Affiliate members who meet the descriptions above might operate at this level</li> </ul>	<ul style="list-style-type: none"> <li>• Anyone whose work matches the description at this level</li> <li>• Affiliate members who meet the descriptions above might operate at this level.</li> </ul>



# Multiple Career Pathways



# Capability Development Process

## Define



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

## Diagnose



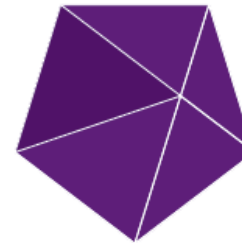
Assess skills and capability against our internationally-recognised standards.

## Build



Build capability and confidence within your team with our development solutions.

## Recognise



Acknowledge the delivery of world-class HR and L&D through professional membership.

## Sustain



Ensure ongoing development to maintain professional standards.

Define

Diagnose

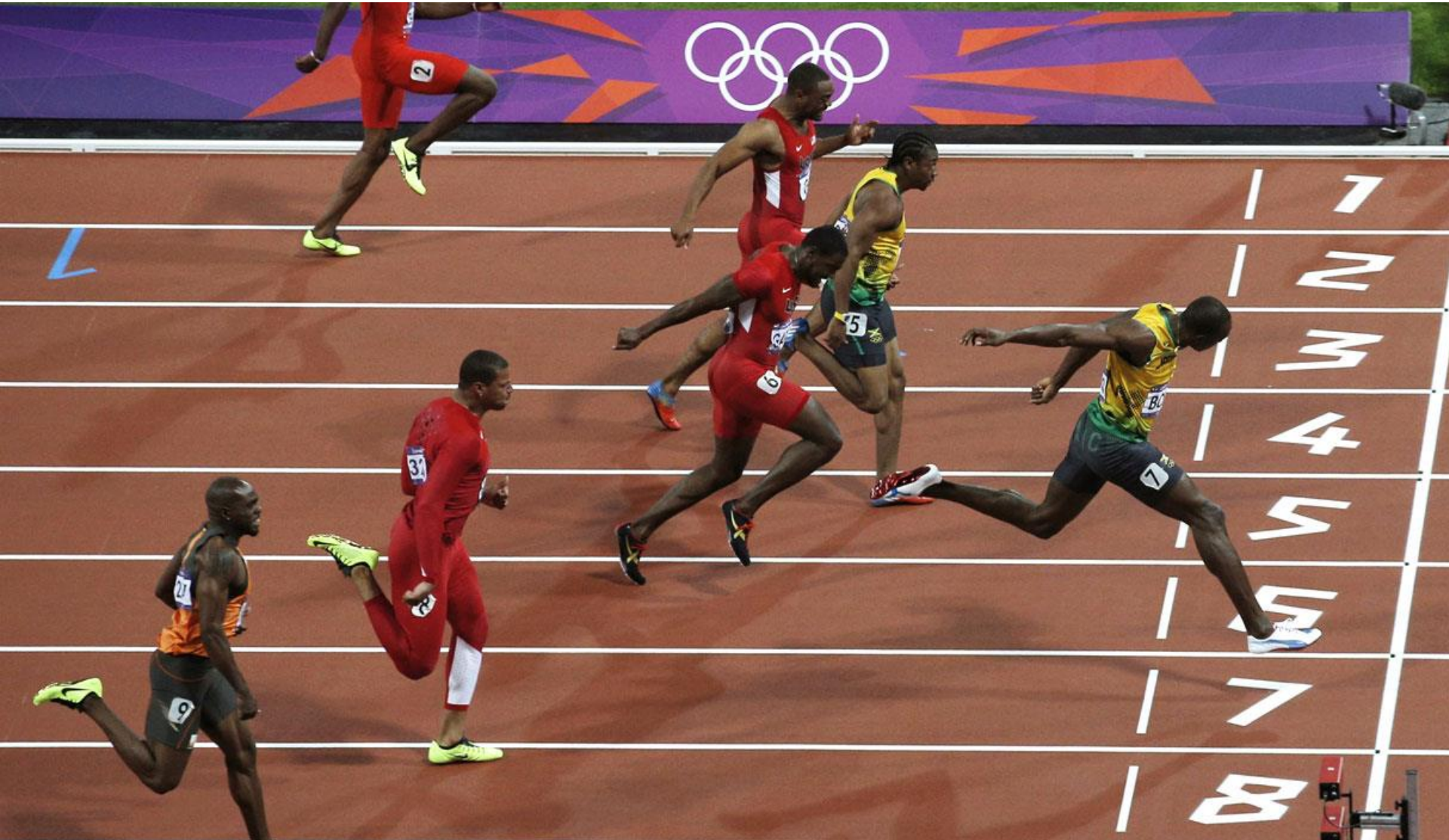
Build

Recognise

Sustain

# Activity

How do you measure HR Capability ?



# Capability for “Future Fit”

Define

Diagnose

**Build**

Recognise

Sustain

## Priority skills for the future

How does HR Engage with the Business – Powerful Partnering	Evidence Based HR	Digitalisation	Continuous improvement – Test and Learn approach	Professionalism
<ul style="list-style-type: none"> <li>Relationship Building</li> <li>Influencing</li> <li>Consulting</li> <li>Resilience</li> <li>Stakeholder mapping</li> </ul>	<ul style="list-style-type: none"> <li>HR Data and analytics</li> <li>Science of Human Behaviours</li> </ul>	<ul style="list-style-type: none"> <li>Digital skills for HR</li> <li>OD</li> <li>Strategic Workforce planning</li> <li>Future focused L&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Performance Management</li> <li>Talent and Resourcing</li> <li>Employee Engagement etc.</li> </ul>	<ul style="list-style-type: none"> <li>Ethics, Values and Integrity</li> <li>Career pathways</li> <li>Chartership Credibility</li> </ul>

Continuing Professional Development



# CIPD Career Self Management

Welcome back **Miriam Anna!** (CHARTERED MEMBER)  
You're currently assessing as **PROFESSIONAL**



Dashboard



Learn more



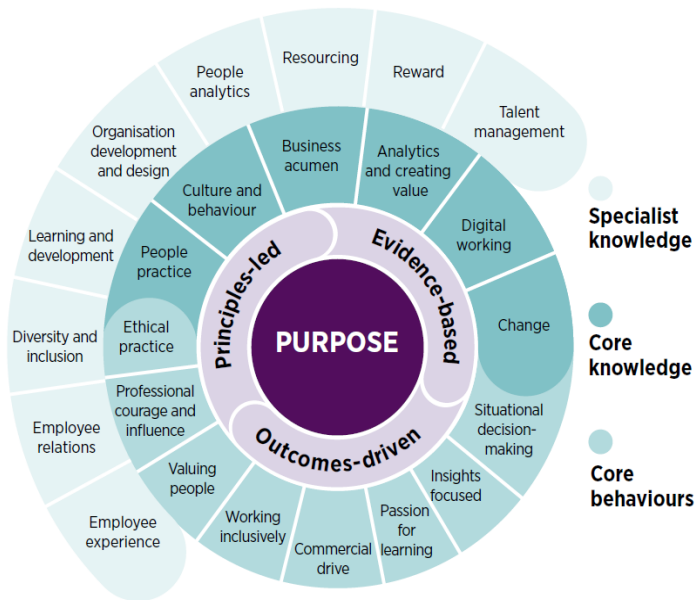
Help



Exit

## DEVELOP AT YOUR CURRENT LEVEL

Select the areas you want to assess yourself against by clicking on the map below. De-select the areas by clicking them again. Areas shaded in colour are completed assessments; click on them if you'd like to re-assess yourself.



New Profession Map. © CIPD 2018

### SELECTED AREAS

You'll take the assessments in the order that they appear below. Drag and drop the areas to change the order.

Remember, you don't have to assess yourself against every area! We recommend you assess yourself against the core of the map and the Behaviours, then any Professional Areas which are relevant to your role.

PROFESSIONAL AREA  
**Resourcing and talent planning**

lorem ipsum lorem  
[Learn more](#)

PROFESSIONAL AREA  
**Organisation development**

lorem ipsum lorem  
[Learn more](#)

BEHAVIOUR AREA  
**Role Model**

lorem ipsum lorem  
[Learn more](#)

Want to find out which HR areas interest you the most? [CLICK HERE](#)

Back

Take Assessment

# CIPD Career Self Management

Welcome back **Miriam Anna!** (CHARTERED MEMBER)  
You're currently assessing as **PROFESSIONAL**



Dashboard



Learn more



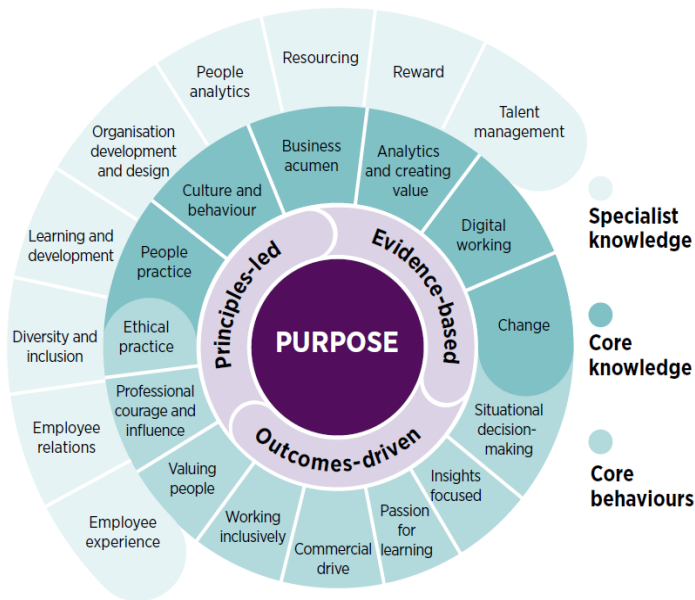
Help



Exit

## DEVELOP AT YOUR CURRENT LEVEL

Select the areas you want to assess yourself against by clicking on the map below. De-select the areas by clicking them again. Areas shaded in colour are completed assessments; click on them if you'd like to re-assess yourself.



New Profession Map. © CIPD 2018

### SELECTED AREAS

You'll take the assessments in the order that they appear below. Drag and drop the areas to change the order.

Remember, you don't have to assess yourself against every area! We recommend you assess yourself against the core of the map and the Behaviours, then any Professional Areas which are relevant to your role.

PROFESSIONAL AREA  
**Resourcing and talent planning**

lorem ipsum lorem  
[Learn more](#)

PROFESSIONAL AREA  
**Organisation development**

lorem ipsum lorem  
[Learn more](#)

BEHAVIOUR AREA  
**Role Model**

lorem ipsum lorem  
[Learn more](#)

Want to find out which HR areas interest you the most? [CLICK HERE](#)

Back

Take Assessment

*'Becoming a Chartered MCIPD in 2005 has really helped my career. Organisations out there really value CIPD. It's just sometimes nice to go "yes-got-it".'*

*Alison J. Cowan, Chartered MCIPD  
Multilingual Coach & HR Consultant*

With CIPD, you can be proud to be one of 140,000 members. Supporting, empowering, connecting and speaking together with one powerful voice which ensures members like Alison remain relevant and respected.

Wherever you are in your career, being part of such a progressive and influential professional body has never been more reassuring.

[CIPD.CO.UK](http://CIPD.CO.UK)

**THE  
POWER  
OF  
ONE**

**CIPD**

*'A lot of HR professionals are actually on their own so they operate as a 'lone wolf' so to speak. It can be quite lonely. You're there trying to communicate with senior leaders in an organisation about how to do things the best way and the CIPD helps me to feel part of a wider community.'*

*Nicola Barber, Chartered MCIPD HR  
Leader UK and Ireland*

Hear Nicola's full story

**#cipdONE**  
[cipd.co.uk/ONE](http://cipd.co.uk/ONE)

**THE  
POWER  
OF  
ONE**

