



## The new Profession Map

The new Profession Map sets the international benchmark for the people profession. Use it to make better decisions, act with confidence, perform at your peak, drive change in your organisation and progress in your career. No matter who you are in the profession, whether you're a CIPD member or not, the new Profession Map is relevant to you.

The new Profession Map includes areas relevant to all people professionals (purpose and values, knowledge and behaviours), and optional areas dependent upon your role (specialist knowledge).



### 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

## About the levels

The new Profession Map identifies four different impact levels and details the knowledge and behaviours required to excel at each of them. This means you can see exactly what it takes to make a positive contribution, whether you're a senior leader, a dedicated specialist or just starting out in your field.

The levels are relevant to all people professionals:

- regardless of your role or specialism
- whether you're a CIPD member or not
- whether you're an employee, a consultant or self-employed.

The Standards help you understand the knowledge and behaviours that will enable you to be your best – regardless of whether you move through the levels, or develop and excel at one particular level.

## Which level are you?

Start by browsing through the descriptions below to determine which level you broadly align with. If you identify with a couple of levels, explore these levels in more detail to help you identify which one most closely represents your work. When you know which level your work best aligns to, use the knowledge and behaviour Standards at that level to make sure you're having your best impact.

As you move through the levels, the nature of your work becomes more strategic, the way you use information changes, and the extent to which you influence and impact others increases.

### 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.

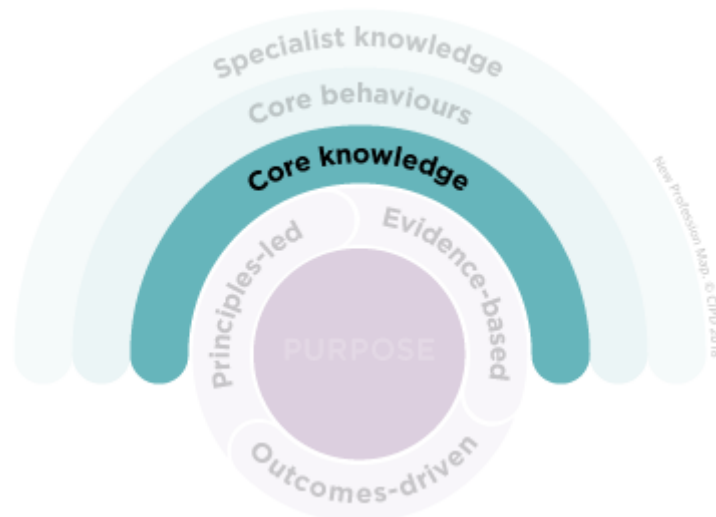
Chartered Fellow level is equivalent to Chartered Fellow (Chartered FCIPD).

# Core knowledge

The necessary knowledge for experts in people, work and change

We've defined six areas of knowledge required to drive change, create value and make a positive impact in the world of work.

Built on the latest research and insights, the core knowledge areas represent the theory underpinning the people profession, identified through academic research and input from across the profession. They set out everything you need to know to be an effective practitioner, regardless of your role, sector or specialism.



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  - People analytics

## People practice

Understanding the range of people practices needed to be an effective people professional.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
The employee lifecycle, and where the work you do sits within it	The employee lifecycle and how other people practices impact your work and vice versa	A range of people practices, and how to design them in an integrated way	People practices across a range of specialisms, and how to integrate these to create a holistic people offering
Policy, regulation and law relevant to your work	Policy, regulation and law relevant to your work and how to ensure people practices are compliant	Current and future regulation and law relevant to your work, how to apply it, and how to mitigate risk	Current and future regulation and law relevant to your work, and how to assess impact and risk for organisations and industry sector
What workforce planning is	The elements that make up workforce planning (succession, supply forecasting, skills gaps etc)	The elements that make up workforce planning, and how workforce planning data can be applied to improve other people practices	The elements that make up workforce planning, and how workforce planning data can be used to inform people and organisation strategy
Performance management approaches in your organisation	Different approaches to performance management and their pros and cons	The impact of different performance management approaches, and how performance management data can be used to drive improvements	The impact of different performance management approaches on organisation culture and performance
What well-being is and why it's important	Why well-being is important, and the different factors that impact well-being	The internal and external factors that impact well-being, and how to integrate well-being into people practices	How to contribute to and integrate well-being into wider people strategies
What diversity and inclusion mean, and why they are important	How to build diversity and inclusion into your work	How to integrate diversity and inclusion into people practice to create value in your area of work	How to build diversity and inclusion approaches that positively impact an organisation's culture and performance
How to work effectively as part of a team	Different models of effective team working, and how to work with diverse teams	How to create effective teams across business areas, locations and cultures	How an organisation's values, structure, culture and systems impact team effectiveness, and how to build effective leadership teams across boundaries and cultures
The range of stakeholders people professionals work with, and the role influencing plays	Different tools for stakeholder management and analysis (eg stakeholder mapping)	How to use models of influencing and stakeholder management in a range of situations	How to use models to influence and manage a range of senior stakeholders to shape strategy
What facilitation, consulting, coaching and mentoring are	Different models of facilitation, consulting, coaching and mentoring, and when to use them	How to apply and adapt different models of facilitation, consulting, coaching and mentoring in a range of different situations	The value of facilitation, consulting, coaching and mentoring approaches and their use in delivering the people strategy
What employer brand is and why it's important	The importance of employer brand, and the impact your work can have on it	How to integrate an organisation's brand and values into people practices	How employer brand affects organisation performance, and how to enhance it through people strategy

### Things to start thinking about

Use these prompts to reflect on your understanding of **People practice** and uncover areas for future professional development.

- How does your area of work impact and relate to other areas of people practice?
- How do policy, regulation and law inform people practices in your area of work?
- What consulting, coaching and mentoring models and tools do you use in your work?



## Culture and behaviour

Understanding people's behaviour and creating the right organisation culture.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
What culture is and why it's important	What a positive culture looks and feels like	How to apply different approaches of culture development, and integrate and align people practices	The impact that wider cultures have (eg country, sector) on building and shaping organisation culture
That an organisation is a whole system, and that your work and actions have an impact elsewhere	How people practices impact on behaviour, culture, systems and structures	How to apply models of systemic thinking to a range of people practices	How systemic approaches contribute to organisation performance
N/A	Different models of organisation behaviour (eg team performance; group dynamics; systems theory; high performance organisations theory)	How to use models of organisation behaviour to diagnose and address organisation challenges	How to use an understanding of organisation behaviour to create value for people and improve organisation performance
N/A	Different theories about human behaviour (eg decision-making theory, nudge theory, self-determination theory, neuroscience)	Models and theories of human behaviour, and how to use them to shape people practices that deliver value	How to use an understanding of human behaviour to improve organisation performance and deliver value for people within and beyond the organisation
What ethics is, and that your actions have consequences	Different ethical perspectives and how they influence your own values and decisions	Different ethical perspectives, and how different mindsets and values influence internal and external decision-making	Different ethical perspectives, mindsets and values, and their implications for organisation culture
That people learn and develop in different ways	Different ways of learning, different approaches to professional development, and how to apply them in everyday situations	Emerging learning trends and theories, and how they apply to the ongoing development of people	Emerging learning trends and theories, and how to build learning into people strategies
How employee engagement impacts the way people feel at work	Basic theories of motivation, and the factors that affect employee engagement	How to apply different engagement approaches, and the drivers and enablers of engagement	How to create the right environment to engage workers, and drive organisation effectiveness through engagement
The importance of listening to a diverse range of voices	Tools and methods to give a diverse range of people the opportunity to be heard	The relationship between culture and voice, and how to apply tools and methods that give a diverse range of people a voice	Different approaches to engaging diverse voices, and how these approaches create strategic value for people and organisations

### Things to start thinking about

Use these prompts to reflect on your understanding of **Culture and behaviour** and uncover areas for future professional development.

- How do leadership and people practices in your area of work impact on behaviour and wider culture?
- How do you use insights from behavioural science to inform your work?
- When did you last measure and understand organisational culture in your organisation?
- How do ethical norms and mindsets influence behaviour and shape culture, and what implications does this have for your work?



## Business acumen

Understanding your organisation, the commercial context and the wider world of work.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
The products and/or services your organisation delivers, and who its main customers are	The connections between your organisation's strategy and the people strategy, and the range of products, services and customers the organisation has	How the organisation's strategy translates to your work, and how to use data relating to products, services and customers to provide insight into people solutions	Your organisation's long term vision and strategy, and what it means for the people strategy
The key business issues in your area of work	Your organisation's current priorities, and the issues and causes associated with them	How the different issues in the organisation are connected, and different techniques to understand the underlying causes	The ecosystem your organisation operates within, and how to anticipate long term issues and their possible effects
The key external influences that impact your organisation	The different external trends - such as social, economic, technological - which impact your organisation	How your organisation is responding to different trends in your sector which impact its performance	How external influences and trends impact organisation performance, and potential future trends in your sector and beyond
What good practice looks like in your organisation	What good practice looks like in your area of the people profession	What good people practice looks like in a range of organisations, and how to test new people practices	What leading practice looks like across the profession, and how to contribute to the profession's knowledge base
The things that make a difference to performance in your area of work	How external factors and the people strategy can make a difference to your organisation's performance	Specific drivers of competitive advantage for your organisation, and the people risks and opportunities they present	Your organisation's position in the marketplace, different models of competition, and how to enhance competitive advantage
How your organisation measures its performance	Your organisation's financial and non-financial measures of performance	How to interpret your organisation's performance data, identify people risks and mitigating actions	External and internal factors that shape short and long term business performance
How to make common calculations (eg percentages, averages) and interpret basic financial information	How to interpret financial statements, track costs, and forecast spend in your work	How to contribute to business performance by reviewing and forecasting spend relating to your area of work	How to represent the value of people in different ways (eg skills, profit, capability, cost)
What your organisation's goals are, and why it's important for organisations to plan	How your work connects with and supports wider people and organisation strategies	How to develop a people plan (review, develop insight, align with organisation strategy, create proposals)	Different forms of strategy development, how to create an organisation-wide people strategy, and shape the business strategy
The role and purpose of governance in your organisation	The role and purpose of governance, its structure in your area of work, and the broader regulatory environment you work in	The role and purpose of governance, its structure in your area of work, and the broader regulatory environment you work in	How to influence and shape governance, its structure in your area of work, and the broader regulatory environment you work in
The suppliers and partner organisations that support your area of work	How to manage relationships with suppliers and partner organisations, and how to choose them	How to select and manage suppliers and partner organisations, how to ensure value for money, and different supply models	How to determine the right supply and partner models that fit the people approach, and ensure value for money
The different ways work benefits individuals and society	How your own work creates a better quality of work for others, and how your organisation contributes towards society	How purposeful work drives productivity and enhances organisation brand	The broader purpose of your organisation in society, and how organisations can create opportunities to improve society

### Things to start thinking about

Use these prompts to reflect on your understanding of **Business acumen** and uncover areas for future professional development.

- What steps do you take to fully understand the organisation - its strategy, product/services, and its customers?
- What drives organisational performance, and when did you last review the people strategy to ensure its contribution to this performance?
- How do you use financial and commercial information to inform your work?
- How does the organisation's success contribute to the wider community/society?



## Analytics and creating value

Understanding analytics and its use in creating insight and measuring value.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
What evidence-based practice is, and the different steps and types of evidence used	The four types of evidence used in decision-making, and how to identify and acquire sources of evidence	How to assess the quality and relevance of evidence available, by identifying sources of bias and using evidence-based questioning models	How to build organisation capability and systems to enable evidence-based practice
What data is and why it's important	How data can be used and presented to resolve people issues	How to interpret and use multiple sources of data to make decisions and provide business insight	How to use operational, financial and people insights and data to influence and shape the people and business strategy
What critical thinking is and how it can be used	The principles of critical thinking and how to apply them to assess the quality of your own ideas	How to apply critical thinking to assess the quality of others' ideas and develop ideas collectively	How to build organisation capability in critical thinking to create value
The different measures used in your organisation and how they apply to your work	The systems and data available in your organisation, and how to calculate basic measures of work and people performance	How to design measures, develop insights and assess the impact of work, particularly on people	How to integrate people analytics and insights with wider performance data to inform people and organisation strategy
What value is and why it's important for organisations	How to use value measurements (financial and non-financial) such as return on investment	How to measure value in a range of different ways, and how to evaluate opportunity cost	How to create value measures and how to evaluate opportunity cost
How your organisation creates value for its customers and stakeholders	How your organisation generates revenue, and how different departments contribute to that	Your organisation's business model, the risks in that model, and where value is created and lost	The future risks in your organisation's business model, how to maximise value, and ethical issues regarding the distribution of value
How your work benefits other people in the organisation	How people practices benefit different stakeholders (eg workers, customers)	How people practices create value for different stakeholders, and the associated risks	How people strategies create sustainable value for others, and the interdependencies and risks of those value creations



### Things to start thinking about

Use these prompts to reflect on your understanding of **Analytics and creating value** and uncover areas for future professional development.

- What percentage of your strategic decisions are based on real time, accurate and predictive data?
- When did you last use people data to make a long-term decision?
- What people analytics and insights are you using in your organisation to create people solutions?

## Digital working

Understanding the digital environment and how to apply technology in a people context.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
The range of technology that is used in the people profession	What technology is available in your area of the people profession and its impact on your work	How to use technology to support the delivery of people practices, and improve the worker experience	Emerging technologies which can improve the people proposition, and how to integrate with wider organisation technologies
That technology can help people work more collaboratively	How technology can be used to help people work more collaboratively, and the opportunities and risks associated with it	The different technologies that enable collaboration in different contexts, and the impact of technology on ways of working	How to maximise collaboration through technology, to improve performance and people outcomes
How people use social media inside and outside organisations, and the risks associated with it	The workplace risks of social media, and how to use it effectively to form networks, provide voice and enable CPD	How to use social media to access professional communities, build internal communities, and the connections with an organisation's communication strategy	How to integrate social media into the people strategy and use it to support and protect the employer brand
The benefits of technology for people and organisations	How to review the impact of technology on roles in an organisation	The risks and opportunities of technologies, and how to assess the impact and value of technology in your area of the profession	How to review and shape the role of technology in organisations, and the impact on the people strategy



### Things to start thinking about

Use these prompts to reflect on your understanding of **Digital working** and uncover areas for future professional development.

- How could technology be used to further improve people practices in your organisation?
- When did you last review the impact of new technologies in your area of the people profession?
- What is your approach to social media and how do you assess its organisational value?
- How does the organisation's digital agenda impact the people strategy?



## Change

Understanding how to effectively enable change.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
What a business case is and its purpose	How to do a SWOT and PESTLE analysis, and use data to create a case for change	How to use a broad range of evidence (eg external insight, benchmarking) to develop a costed business case	How to evidence the value of change for a range of stakeholder groups
The importance of planning and managing change	Different change management approaches and their advantages and disadvantages	How change management methodologies can impact culture in different ways	How change management methodologies and governance can create value for people and drive organisation performance
That people are an important part of any change, and that change can impact people in different ways	How to explain why change is happening, and basic models for how people experience change	How to apply principles of the psychology of change, and how to maximise the way people are listened to during change	How to paint a compelling vision of the future, and use psychology models to recognise the long term impact of change
How your organisation assesses people's skills and capability	How to conduct skills or capability audits and gap analyses in your area of work	How to assess current and future organisation capability and readiness for change across a range of stakeholder groups	Capability issues that exist within your sector, and how to assess current and future organisation capability and readiness for change
N/A	The different levers you can use to enable change in your current work	How to assess which levers will achieve and sustain change	How to assess which levers will achieve and sustain change across an organisation, and create long term value
What a good project plan looks like in your organisation, and why project goals, milestones, resources, risks, costs and interdependencies are important	How to plan and deliver a project, including goals, milestones, resources, risks costs and interdependencies	How to select the right project methodology and resources, plan and deliver a project, and manage risks	How different project methodologies impact organisation culture and performance, and how to resource and manage risks for broad, complex programmes of work



### Things to start thinking about

Use these prompts to reflect on your understanding of Digital working and uncover areas for future professional development.

- What methodologies are in place to support change in your organisation?
- When did you last carry out assessment to understand the people impact of change?
- Which levers are most used in your organisation to deliver change? What others could you use?

# Core behaviours

Explore the defining behaviours of our profession

The eight core behaviours represent a significant shift for people professionals. With a greater focus on ethical and evidence-based decision-making, they empower you to create value for people, organisations, society and our profession.

Certain ways of thinking and acting should be universal and consistent, even in new and challenging situations. These are the behaviours it takes to be an effective people professional, identified through academic research and feedback from across the profession.



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## Ethical practice

Building trust by role-modelling ethical behaviour, and applying principles and values consistently in decision-making.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Consider how professional principles and values inform your approach	Make responsible choices about your work, applying professional principles and values	Make responsible decisions by considering different ethical perspectives, and finding the best possible way forward for all stakeholders	Make responsible decisions by balancing different ethical perspectives, and shape how ethics inform wider decision-making and governance
Take responsibility for your actions	Consider the purpose and implications of actions, decisions and people practices for all stakeholders	Coach and influence managers and leaders to consider the implications of their decisions on stakeholders	Coach and influence senior leaders to consider the ethical impact of their decisions in the short and long term
Act consistently with relevant regulation and law	Raise concerns about people practices and policies which are not consistent with values or legislation	Challenge decisions and actions which are not ethical, explaining the organisation risks	Take a visible lead in solving ethical dilemmas, considering how they will play out beyond the organisation
Handle personal data and information in a professional manner	Provide explanations and reasons for the choices you make and the advice you provide	Encourage transparency in decision-making and communication where possible	Surface the unsaid in leadership discussions to enable transparency and improved decision-making
Demonstrate honesty in dealings with others	Demonstrate professionalism and consistency in what you say and do in order to build trust	Visibly and consistently role-model professional principles, values and personal integrity to build trust	Role-model and promote ethical leadership and professional principles and values in organisations and the wider profession



### Things to start thinking about

Use these prompts to reflect on your understanding of **Ethical practice** and uncover areas for future professional development.

- When did you last undertake an ethical review of your people policies and approaches?
- What are the principles by which the people team makes decisions?
- How can you ensure ethics sits at the heart of decision-making on people issues?
- To what extent are your leaders seen as role-modelling ethical behaviour?

## Professional courage and influence

Showing courage to speak up and skilfully influencing others to gain buy in.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Contribute views and opinions clearly	Contribute to discussions and respond to questions in an informed and confident way	Challenge constructively and confidently in the face of opposition	Take a stand with senior colleagues when it is the right thing to do despite significant opposition or challenge
Provide information accurately and in a timely way	Communicate key information in a clear and engaging way to influence others	Communicate with impact, and make complex things clear, to enable a way forward	Take a visible lead in progressing difficult issues for the benefit of the organisation
Initiate purposeful conversations with a range of people	Take steps to engage regularly with key stakeholders to understand their preferred approach and needs	Proactively develop and sustain relationships with key stakeholders to inform how you influence them	Build and leverage a network of relationships with current and future influencers and stakeholders
Understand the impact of different influencing and communication styles in a range of situations	Consider potential reactions and resistance to inform how and when you communicate your ideas	Tailor your influencing style and select appropriate communication channels to engage your audience and gain buy-in	Use a wide range of influencing styles and strategies to secure commitment across and outside your organisation
Recognise and accept mistakes	Recognise and take responsibility for your mistakes and contribute to putting things right	Take responsibility for mistakes that sit within your remit, encouraging learning and demonstrating ownership for the actions to make things right	Create a culture of accountability ensuring ownership for improvement and learning

### Things to start thinking about

Use these prompts to reflect on your understanding of **Professional courage and influence** and uncover areas for future professional development.

- Reflect on a time when you regretted not speaking up or holding your position? What could do to change a similar situation in the future?
- What was the most recent feedback you received about your communication style? How have you used this to improve your impact?
- Who are your key stakeholders and when was the last time you spent time understanding their needs and concerns?



## Valuing people

Creating a shared purpose and enabling people development, voice and well-being.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Understand the purpose of your work	Build a sense of team spirit and purpose	Communicate the meaning and purpose of work to motivate and inspire people	Inspire others through a compelling people vision which shares the broad meaning and purpose of work
Empathise with others	Treat people fairly and considerately in your work	Demonstrate compassion, humanity and fairness in your approach	Model compassion, humanity and fairness as a leader
Support others to develop and be their best	Enable others to develop skills and capabilities to be their best at work	Enable managers and leaders to support others to be their best at work	Promote and encourage career-long learning to build organisation capability and benefit society
Ask a range of people for their opinion and listen carefully to responses	Enable people to have a voice when designing and delivering solutions which impact them	Enable people to have a meaningful voice by involving them in decisions that impact them, and bring a people perspective to organisation decision-making	Strive to create an organisation culture that gives people a voice and puts them at the centre
Consider the well-being of others	Take into account the well-being of others in the design and delivery of your work	Promote the business and people benefits of well-being and integrate into your work	Engage organisations in creating a healthy work culture that enables well-being



### Things to start thinking about

Use these prompts to reflect on your understanding of **Valuing people** and uncover areas for future professional development.

- Whose views and opinions do you most readily consider in your work? Which voices may not be heard and how can you change this?
- How do you ensure your organisation's decision-making process considers people's well-being?
- When did you last review your organisation's approach to well-being?
- How do you balance compassion and fairness in your approach?

## Working inclusively

Working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Show sensitivity and respect to others	Get to know people as individuals so you can work together more effectively	Role-model and advocate the value of including others and embracing difference	Foster an inclusive culture which unites people, whatever their differences
Demonstrate openness to diverse views and opinions	Actively seek and listen to diverse views and opinions	Explore and interpret a diverse range of perspectives and views	Value and integrate diverse perspectives when creating people strategy
Build positive working relationships with immediate colleagues	Build purposeful working relationships with and collaborate with wider colleagues	Build collaborative relationships across organisation boundaries, cultures and other disciplines	Build strategic relationships and partnerships across professions, geographies and organisations
N/A	N/A	Facilitate connections and joint-working across teams, disciplines and functions	Broker collaborations across and outside organisations to progress shared agendas
Share data and information to inform work in your area	Readily share your knowledge and expertise with others to solve problems	Proactively share knowledge, experience and expertise to co-create solutions across boundaries	Create a culture of knowledge, experience and expertise sharing
Handle difficult situations calmly and contribute to finding a way forward	Support others to resolve conflict and build trust before issues escalate	Coach and enable others to resolve conflict and build trust within teams and functions	Coach and influence senior leaders to build trust and cohesion



### Things to start thinking about

Use these prompts to reflect on your understanding of **Working inclusively** and uncover areas for future professional development.

- What steps do you take in your own work to actively include others?
- When did you last review your policies and practices to embed inclusion principles?
- What areas of your work would benefit from collaborating with other teams, functions, geographies or external organisations?

## Passion for learning

Demonstrating curiosity and making the most of opportunities to learn, improve and innovate.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Remain inquisitive about issues and developments in the people profession and the wider world of work	Keep up-to-date with external trends and developments and consider how they will impact on your work	Connect with internal and external peers regularly to benchmark, share good practice and anticipate future trends to inform future priorities and practice	Connect with a network of leaders to share leading practice, understand external influences and anticipate future trends to shape the people agenda
Be open to trying new ideas or approaches to improve and learn	Seek opportunities to test new ways of doing things to make improvements	Pursue opportunities to test insight, develop new approaches and innovate	Foster a culture that encourages learning through the development and testing of new and innovative approaches
Demonstrate a proactive approach to developing your professional knowledge, skills and experience	Demonstrate a proactive approach to developing your professional knowledge, skills and experience	Enable own and others' continuous professional development using a range of methods	Demonstrate a strong commitment to the development of people professionals and the wider people profession
Seek feedback and use it to learn and develop	Regularly ask for and act on feedback to learn and develop	Reflect on experience, seek feedback and apply your learning	Visibly role-model your own continuous professional development and promote a learning culture
Seek to understand yourself better	Demonstrate awareness of your own strengths and development areas, and the limits of your expertise	Seek to have a deep understanding of yourself and your impact on others, and of the limits of your own expertise	Coach and mentor others to have a deep understanding of themselves and their impact on others

### Things to start thinking about

Use these prompts to reflect on your understanding of **Passion for learning** and uncover areas for future professional development.

- What formal and informal methods do you use for your professional development and reflection?
- In your role, what opportunities are there to test and learn from new approaches or insights?
- When did you last benchmark your practice externally and scan the horizon for emerging trends and developments?
- How do you network, support and contribute to the development of other people professionals and the wider people profession?



## Insights focused

Asking questions and evaluating evidence and ideas, to create insight and understand the whole.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Ask questions to understand problems or issues	Ask questions to explore issues and understand underlying causes	Take a disciplined and open-minded approach to understand and define organisation issues and their root causes	Take a systemic approach in understanding and framing emerging organisation and sector issues
Accurately retrieve and collate data to inform decisions	Identify sources of evidence (eg internal data, professional opinion and external practice) and how best to acquire them	Acquire and source multiple sources of evidence (eg internal and external professional expertise, research and stakeholder concerns and values) to test assumptions and ideas	Oversee the acquisition and sourcing of internal and external evidence to inform people strategy
Accurately analyse and evaluate evidence	Objectively evaluate evidence taking into account its quality	Objectively analyse and evaluate multiple sources of evidence to create insight, identifying sources of bias	Develop organisation capability to create evidence-based insight that will shape people and organisation strategy
Contribute ideas using a reasoned approach	Assess the quality of your own ideas and ask questions about others' ideas and proposals	Collectively develop and improve the quality of ideas and proposals	Build capability to develop new ideas and move organisational thinking forward
Summarise data and evidence effectively	Summarise evidence findings and identify key ideas, insights and connections	Assimilate evidence and ideas to identify themes and connections and gain insight on the whole issue and its wider implications	Apply a systemic approach when bringing together people and business insight to create people and organisation value



### Things to start thinking about

Use these prompts to reflect on your understanding of **Insights focused** and uncover areas for future professional development.

- How did you gain a full and holistic understanding of the last issue you dealt with?
- How do you avoid following fads and fashions that may not work or may not be relevant to your context?
- What types of evidence informs your choices and decisions and how do you use them? In particular, do you use scientific research and organisational data?
- When was the last time you critically appraised the quality and relevance of evidence?



## Situational decision-making

Making effective and pragmatic decisions or choices based on the specific situation or context.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Apply agreed procedures and policies and available sources of evidence to make choices	Solve problems and make choices by applying evidence relevant to the specific situation	Make well-judged decisions by considering all available evidence in the context of the specific situation	Make complex and timely decisions in line with available evidence, the strategic context and professional values when there are unknowns
N/A	Identify the different options or solutions available and the benefits and risks of each	Consider different options and make decisions by balancing opportunity, risk and alignment to professional values	Create an environment where others are empowered to make decisions, whilst overseeing risk
Be open to new information and changing circumstances	Adapt your approach and choices in light of new information or changing circumstances	Adapt your decisions and practices to take account of changes to the business environment	Anticipate and identify key changes in the organisation environment, and evolve people strategy to take account of these
Seek to understand the outcomes of your actions	Understand how your choices and actions impact on wider performance	Demonstrate commitment to evaluating the outcome and impact of your decisions to inform your future approach	Promote a culture that recognises the value of measuring outcomes and evaluating the impact of decisions

### Things to start thinking about

Use these prompts to reflect on your understanding of **Situational decision-making** and uncover areas for future professional development.

- How do you take account of the specific situation or context when making choices or decisions?
- How did you balance opportunity and risk in the last decision you made?
- How often do you develop a range of options before making or advising on a decision?
- What have you put in place to identify or anticipate changes to your environment that may impact on your choices and decisions?



## Commercial drive

Using a commercial mindset, demonstrating drive and enabling change to create value.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Show a keen interest in the organisation, its goals, its performance and external influences	Demonstrate curiosity about how the organisation generates revenue, its strategy, and how people contribute to its success	Continuously build a strong understanding of the sector, the organisation's business model, and where value is created and lost	Continuously build a deep understanding of the business model and external context to anticipate future risks and issues
Identify the steps to achieve agreed tasks and goals	Identify and focus your attention on people issues that will impact on business performance	Prioritise people practices, opportunities and risks that drive sustained commercial success and value for people	Focus on driving value through the alignment of people strategy with commercial strategies
Demonstrate that you are customer- focused in your work	Engage with customers to understand their needs and improve their experiences	Partner with customers to understand their current and future needs, and contract effectively	Create a culture that prioritises the understanding of customer needs to enhance customer value
Demonstrate that you are cost-conscious in your work	Carefully consider the financial and operational implications of your choices	Develop and present robust business cases using evidence to demonstrate a return on investment	Evidence the strategic value of investment in people to a wide range of stakeholders
Demonstrate drive to deliver to a high standard	Take responsibility to provide pragmatic and timely advice and deliver solutions that meet business needs	Take responsibility and demonstrate commitment to deliver business outcomes and benefits	Take responsibility for the creation of shared value through people strategy
Persevere in the face of difficulties	Show determination and drive to deliver results and overcome challenges	Demonstrate resilience in the face of setbacks, uncertainty or ambiguity and find a way forward	Model resilience through your leadership of others, creating a sense of direction in challenging times
Support others through change and transition	Enable business change and transition by providing effective people advice and approaches	Enable business change through understanding of culture, capability and structure whilst mitigating people risks and maximising benefits	Select and deploy the change levers which create the greatest value for the organisation and its people in the long term

### Things to start thinking about

Use these prompts to reflect on your understanding of **Commercial drive** and uncover areas for future professional development.

- Where is value created and lost in your organisation, and how can you positively impact it?
- What business outcomes or benefits have you delivered in the last 12 months and what evidence do you have of their impact?
- To what extent do you understand the current and future needs of customers? (This could be both your internal customers as well as the organisation's external customers.)
- How could you improve the outcomes of people change and transition?



# Specialist knowledge

Discover the broad range of specialisms within the people profession

No matter what level you're at, the specialist knowledge areas show you how to apply your expertise to make a positive impact.

The people profession is a broad spectrum of opportunities. We've outlined nine specialist disciplines across HR, L&D, OD&D and beyond. If you work in one of these areas or want to deepen your expertise for your own development, this is where you can explore career paths and plot your progress through your chosen areas of expertise.



- 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

## Employee experience

Creating a holistic approach around engagement and well-being which enables workers to have a voice and be their best.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Your organisation's approach to employee engagement	Tools and approaches to drive employee engagement	How to design approaches to drive and assess employee engagement across the organisation	How approaches to engagement can be used to create organisation value and improve the employee experience
Your organisation's approaches to listening to workers	The pros and cons of a range of worker voice tools and approaches	How to align and evaluate worker voice tools and approaches and drive forward the outputs	How to anticipate future trends in worker voice, and assess their strategic value
How the relationship a worker has with their manager can positively or negatively impact engagement	How to assess management practices and behaviours and their impact on the worker experience	How to evaluate and improve management practices and behaviours to create a better worker experience	The link between management practices, worker experience and organisation performance
Your organisation's onboarding approaches	Different elements of onboarding and how to administer them	How to design an integrated onboarding programme	The impact of onboarding on the employer brand
The different approaches to and activities around well-being in your organisation	The factors which impact well-being at work and how to create well-being interventions for workers	The benefits of proactive and reactive well-being approaches for workers and the organisation	How different approaches to well-being create strategic value for workers, the organisation and society
How trust affects the working relationship	Different trust models and how they can be used to improve relationships at work	How to build a culture of trust across the organisation for workers and other stakeholders	How to build a culture of trust and its impact on wider organisation culture, performance and reputation
Your organisation's current employer brand	How to assess brand perception and different ways to enhance the employer brand	How to align organisation brand and employer brand	How to create a unique employer brand aligned to culture, mission and values
People policies that impact the worker experience in your organisation	How to assess the impact of people policies on the worker experience	How to shape people policy frameworks that positively impact the worker experience	How to integrate worker experience into wider policy frameworks
Communications channels in your organisation	How to use and assess the effectiveness of different communications channels and approaches	How to design communication plans which positively impact the worker experience	How to assess the impact of strategic communications on the worker experience

### Things to start thinking about

Use these prompts to reflect on your understanding of **Employee experience** and uncover areas for future professional development.

- In what ways do you ensure employee voice is heard?
- Do you measure the effectiveness of relationships between people and their line managers?
- How does your employer brand align to your organisation's strategy?
- What elements of the people strategy contribute to your organisation's overall employee experience?



## Employee relations

Ensuring the relationship between an organisation and its people is managed through transparent practices and relevant law.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
How employment law is created and used to build people practices	How employment law (eg labour law) is created and how to advise others on application of law	How employment law (eg statute, case law) is created and how to interpret it into people practices	How to assess and manage the organisation impact of changes in employment law
What collective employment law and collective bargaining is (specific to your region / country)	Collective employment law and how collective bargaining works (specific to your region / country)	Collective employment law and how to manage collective bargaining relationships (specific to your region / country)	Collective employment law and how to lead negotiations in collective bargaining relationships (specific to your region / country)
What people policies are in place in your organisation	What people policies are in place and how to advise managers and workers on them	How to create people policies to enhance the employer brand and how to apply them	How to assess the value of people policies and their impact on organisation culture, performance and reputation
What workplace mediation is	When to use workplace mediation to resolve disputes	The role of mediation in the wider employee relations agenda	How to create an approach to mediation that supports the wider employee relations strategy
What tribunals are (eg employment / industrial / labour tribunals / courts)	How tribunals work (eg employment / industrial / labour tribunals / courts) and the evidence needed to support cases	How the employment legal system works, the impact of employment law (eg labour law), and how to prepare for cases	How to assess the organisation impact of employment legal decisions in shaping employee relations strategy
What alternative dispute resolution techniques are (eg mediation, conciliation, negotiation, settlement agreements)	Alternative dispute resolution techniques and how to advise on which ones to use	How to assess the value of alternative dispute resolutions vs legal remedy	How to integrate alternative dispute resolution into the employee relations strategy
Your organisation's recognised employee bodies and the role they play	How employee bodies work and how to work with representatives on individual cases	Different types of employee body relationships (eg radical, unitarist, pluralist) and how they impact organisations	How to shape strategic employee body relationships (eg social contract, pluralist approach)

### Things to start thinking about

Use these prompts to reflect on your understanding of **Employee relations** and uncover areas for future professional development.

- Do your people policies reflect the core values of your organisation?
- When did you last work with unions and employee representative bodies to develop your people practices?
- Do you understand how employment law is created and developed?
- What proactive resolution processes do you regularly use and what alternative options could be used?

## Diversity and inclusion

Creating inclusive cultures where individuals can thrive.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
The difference between diversity and inclusion	Your organisation's diversity and inclusion approaches and how to advise others on them	How to design and deliver diversity and inclusion approaches which create shared purpose in the organisation	How to integrate diversity and inclusion approaches into the people and organisation strategy
How diversity and inclusion principles are built into your organisation's people practices	How to integrate diversity and inclusion principles into people practices	How to integrate diversity and inclusion into wider organisation approaches	How to drive a systemic approach to diversity and inclusion across the organisation
Your organisation's monitoring and reporting requirements for diversity and inclusion	How to carry out your organisation's monitoring and reporting requirements for diversity and inclusion	How to assess organisation compliance of diversity and inclusion	How to use insights regarding diversity and inclusion compliance to assess risk and shape organisation priorities
Diversity and inclusion legislation relevant to your organisation	Diversity and inclusion legislation, and how to advise others on application of legislation	Diversity and inclusion legislation, and how to integrate into people and organisation policy frameworks	How to input into developments in diversity and inclusion legislation
What is meant by creating an inclusive environment	Factors which can positively or negatively impact inclusive environments	How to create an inclusive culture where all individuals feel supported to work at their best	The value organisations place on inclusivity and the value it creates for organisations

### Things to start thinking about

Use these prompts to reflect on your understanding of **Diversity and inclusion** and uncover areas for future professional development.

- Do employees, customers and the wider public view your organisation as inclusive? What measures do you use to understand this?
- What diversity and inclusion practices take place to enable all individuals to thrive?
- When did you last undertake an audit to ensure compliance with diversity and inclusion practices?



## Learning and development

Ensuring workers have the knowledge, skills and experience to fulfil individual and organisational needs and ambitions.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Why continuing professional development is important	How to support others with their continuing professional development	How to create a learning culture that supports continuing professional development	The value of learning cultures and how they can support organisation growth
The importance of developing capability	How to define the capability needs of individuals and teams	How to engage with stakeholders to define capability needs and their implications for learning	How to define current and future capability needs of the organisation and how they drive the learning strategy
Adult learning and motivation theories	How to apply adult learning and motivation theories in different learning contexts	How to integrate current and future trends in adult learning and motivation into the organisation's learning approach	Current and future trends in adult learning and motivation, and how to use them to shape the learning strategy and build a learning culture
How to support the delivery of face-to-face learning in your organisation	The principles that underpin the design and use of face-to-face learning	How to use design principles to choose the right face-to-face approach as part of a learning blend	How to use face-to-face learning as part of the learning strategy to create value for your organisation
How to support the delivery of digital learning in your organisation	The principles that underpin the design and use of digital technologies in learning	How to use design principles to choose the right digital approach as part of a learning blend	How to use current and future digital technologies as part of the learning strategy to create value for your organisation
How to organise and present content to support effective learning	How to create, co-create and curate content with subject matter experts to meet learning needs	How to lead the creation and curation of content that can be stored, searched, accessed, linked and used to create meaningful learning narratives	How to define the strategy, policy, governance and legal requirements for content creation to support organisation learning and strategic goals
How to use appropriate learning facilitation methods to engage and involve learners	The principles that underpin the choice of learning facilitation methods	How to apply principles of learning facilitation in different learning contexts	How to determine the range of learning facilitation methods that will support the learning strategy
How social collaboration can be used in learning	How to facilitate social collaborative learning activities	How to design and integrate social collaborative learning into the learning approach	How to determine the use of social collaborative learning for organisational learning, knowledge sharing and knowledge management
The difference between coaching and mentoring and when to use them to support others' learning	How to support and use coaching and mentoring approaches in learning	How to build coaching and mentoring capability across the organisation	How to embed a coaching and mentoring culture to deliver the learning strategy
The links between learner engagement, learning transfer and impact	Theories and methods that underpin effective learner engagement, learning transfer and impact	How to design learning using theories and methods that maximise learner engagement, learning transfer and impact	How to assess learner engagement and learning transfer and its impact on the learning strategy

### Things to start thinking about

Use these prompts to reflect on your understanding of **Learning and development** and uncover areas for future professional development.

- How does learning support the achievement of key organisational priorities?
- When did you last define learning needs and carry out capability assessments in the organisation?
- What blend of learning methods do you use and how do you determine which are appropriate?
- How well does your people strategy support a positive learning culture in the organisation?
- How do you assess the impact of individual and organisational learning?



## Organisation development and design

Using a systemic approach and application of behavioural science to drive organisation performance.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
What the consulting cycle is in relation to OD&D	Your organisation's consulting processes and methods and how to apply them	A range of consulting processes and styles and how to apply them in different situations	The spectrum of consulting approaches available and how to apply in complex situations
N/A	Core organisation development theory (eg change, culture, behaviour)	How to critically evaluate organisation development theories, use them to inform people practice, and apply them in your work	How to integrate the range of organisation development theory into strategic people approaches
What organisation development diagnostic tools are used in your organisation	The difference between organisation development diagnostic tools at individual and team level and when to apply them	How to assess the value of organisation development diagnostic tools at individual, team and organisation level, and apply them in your work	How organisation development diagnostic tools support and contribute to wider organisation assessments
The different organisation development interventions in your organisation	The range of organisation development interventions available and how to select the right one	How to design and deliver different organisation development interventions	How different organisation development interventions deliver value for the organisation
How macro trends impact work	Macro trends that impact the design of organisations (eg sustainability, geopolitical, demographic, technology)	How to use future predictions of macro trends in the 'to be' organisation design	How to 'scenario plan' for longer term organisation design thinking
N/A	The theories that underpin organisation design (eg systems theory, complexity theory, contingency theory)	How to use organisation design theories to create design principles across different organisation elements (eg strategy, systems, processes)	How to use organisation design theories to create design principles across organisational boundaries
What organisation design diagnostic tools are used in your organisation	The different organisation design diagnostic tools at individual and team level	How to use and assess the value of organisation design diagnostic tools at individual, team and organisation level	How organisation design diagnostic tools align to wider organisation assessments and those of partner organisations
The different types of organisation structures	The pros and cons of different types of organisation structures	How to assess which organisation design structures are most appropriate for organisational need	How structures work and align across interdependent organisations
What makes work meaningful	How to design good work (volumetric, meaningful work, human / automated processes)	How to make good work design choices (eg who does what work, how work is done)	How to build ethical considerations into work design

### Things to start thinking about

Use these prompts to reflect on your understanding of **Organisation development and design** and uncover areas for future professional development.

- How well does your OD&D team deliver and enable different types of change across the organisation?
- What OD&D methods, approaches, tools and skills do you need to deliver in your current role?
- How do you measure and assess your OD&D interventions?
- When did you last review the hard and soft elements of your organisation against strategic objectives?





## People analytics

Using analytics to inform organisation decision-making.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
What databases are used in your organisation	Databases, their architecture, integration and landscape	Databases, their architecture, integration and landscape and how to select which database to use	Databases, their architecture, integration with other databases, landscape and how they drive strategic decision-making
What analytical consulting is	How to apply analytical consulting to people problems	How to apply an analytical consulting approach to problems to shape solutions	How to use analytical consulting to inform organisation decision-making
How data is generated, organised and extracted	Business intelligence tools and analysis methodologies	How to generate and align people data with business intelligence data to generate insights	How to generate and align people data with business intelligence data to inform strategic decision-making
How to create basic data models (eg analysis of change over time)	How people data modelling is influenced by machine learning and statistical modelling	How people data modelling is influenced by machine learning and statistical modelling	How to align modelling methodologies to people and business intelligence data
How to carry out basic quantitative research techniques	How to conduct research design and select from a range of qualitative and quantitative techniques to address issues	How to conduct research design and select from a range of qualitative and quantitative techniques to address issues	How to shape research design using innovations in practice to effectively analyse organisation problems
How to conduct data analysis (eg means, medians, percentiles, correlations, standard deviations)	How to do simple multivariate analysis (eg regression analysis, factor analysis)	How to do advanced multivariate analysis (eg structured equation modelling)	The value of multivariate analysis in addressing organisation problems
How to use data tables and how to turn data into simple charts and graphs	Various data visualisation techniques to represent data and insights	Various data visualisation techniques and how to translate into actionable recommendations	Innovations, good practice and effective approaches to convey data, including storytelling techniques



### Things to start thinking about

Use these prompts to reflect on your understanding of **People analytics** and uncover areas for future professional development.

- How do the databases in your organisation inform the decisions made in your area of work?
- What quantitative and qualitative research techniques do you use to address organisation issues?
- When was the last time you used people analytics to inform your people plans?

## Resourcing

Identifying, attracting and assessing to get the right people for the organisation.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Workforce planning approaches in your organisation	How workforce planning impacts the resourcing agenda	How to use workforce planning data to inform resourcing approaches	How to integrate strategic workforce planning with the resourcing strategy
Different methods and techniques to search for candidates	Different sourcing approaches for passive candidates	Different approaches to candidate pipelines, and how to assess the value of different sourcing channels	How to integrate sourcing approaches into the overall resourcing strategy
The principles of fair and objective assessment	How to conduct fair and objective assessments	How to design and select assessment approaches for all levels in the organisation	Current and future assessment approaches and how they align with organisation culture and wider people assessments
How candidates react differently to adverts and other selection methods	How candidate reactions can impact the effectiveness of the recruitment and selection process	How to tailor recruitment and selection approaches to appeal to different candidates	How to integrate diversity of candidate reactions when creating a resourcing strategy
The dos and don'ts of online interactions and conversations	How to work with social media resources and channels to lead campaigns	How to align social media channels with other channels to create the best candidate experience	How to integrate social media approaches into the resourcing strategy
How to find out about your organisation's global mobility policies and country guidelines	Country specific people policies, and how to work with partner suppliers on issues such as relocation, immigration, tax, legal	How to design global mobility policies and how to manage supplier contracts which support global moves	How global mobility strategies impact organisation performance
Different types of workers and working arrangements	How work can be delivered and resourced in different ways (such as the gig economy)	The role of different types of workers in an organisation's resourcing strategy	Current and future trends in workers and how this may impact the organisation's resourcing strategy
Different work experience approaches	How to work with education providers to deliver work experience programmes	How to create employability programmes with education providers	How to shape educational curriculums to meet long term industry and sector-specific skills shortages
Which organisations are in competition for talent	Different market insights into competitor organisations, their performance, culture, reward, benefits and learning offering	How to use market insights to shape resourcing initiatives	How to use global insights into competitor performance to shape resourcing strategy

### Things to start thinking about

Use these prompts to reflect on your understanding of **Resourcing** and uncover areas for future professional development.

- How does the tight or loose labour market affect the attraction of talented individuals to your organisation?
- What digital channels does your organisation use to source passive and active candidates?
- When did you last seek out feedback from applicants on how effective your candidate journey and experience is?
- How do your resourcing plans support the wider people strategy?
- Which assessment methods are most effective for your organisation's resourcing needs?

## Reward

Creating remuneration and benefits approaches which are aligned to current and future organisation needs and market conditions.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Your organisation's approaches to reward	Your organisation's reward packages and approaches, and how to administer them	How to design reward approaches to attract, motivate and retain workers	How to create a reward strategy which attracts, motivates and retains workers
What benchmarking and salary surveys are	How to create benchmarking data, working with salary survey providers	How to quality check survey and benchmarking methodologies, and assess the factors determining reward (eg scarce skills)	How to draw insights and intelligence about the external reward environment, including competitor reward
What executive remuneration is	The different elements of executive remuneration	How to design individual executive remuneration packages and create new executive reward approaches	How to create bespoke executive packages and how to design approaches to executive reward
International reward approaches (eg tax, legal, works councils, cultural drivers)	Reward models for different types of international moves (such as expat, secondment, local, local plus)	How to apply factors that impact international remuneration (eg tax, legal, works councils, cultural drivers, mobility payments) to reward approaches	How to assess the organisation value of international reward approaches, and their impact on talent retention
What benefits are available in your organisation	Different types of benefits and the merits of each (such as pensions and healthcare)	A range of approaches to benefits and how to align benefits to create a total reward offering which is risk assured	How benefits support the wider people agenda and protect the future financial security of the organisation
The links between reward and performance in your organisation	How people and organisation performance can impact the approach to reward	How business performance impacts and informs approaches to reward design	How business performance impacts and informs approaches to reward strategy
Reward legislation relevant to your role	The legislation that impacts reward practice (disclosure, tax, work permits, tax, pensions and benefits)	How to design reward approaches that protect the organisation from litigation	How to protect and insure the organisation from legislative changes which impact financially
Reward reporting relevant to your role	The organisation's reward reporting requirements (government, legislative, annual reports, shareholder, voluntary reporting)	How to produce reward reports, including narrative and alignment to organisation strategy	How to produce reward reports, including narrative and alignment to organisation strategy
N/A	The role of the Remuneration Committee (specific to your region / country)	The responsibilities of the Remuneration Committee and the reporting requirements (specific to your region / country)	How to protect the reputation of the Remuneration Committee externally, such as, investors, advisory bodies (specific to your region / country)

### Things to start thinking about

Use these prompts to reflect on your understanding of **Reward** and uncover areas for future professional development.

- When did you last review your organisation's approach to Reward?
- What external benchmarking and surveying takes place in the organisation?
- Is your approach to executive reward aligned to your organisational culture?
- How well does your organisation link reward to performance?



## Talent management

Maximising potential through talent identification, engagement and planning.

Fundamental level	Associate level	Chartered Member level	Chartered Fellow level
Your organisation's approach to defining, developing and retaining talent	Different approaches to defining, developing and retaining talent on an individual and group level	Psychological, motivation and engagement tools, and how to retain talent through differentiated talent offerings	How to align the talent agenda to sector requirements
Your organisation's approach to identifying and reviewing talent	Tools to differentiate, assess and review talent (eg psychometrics, trend performance)	How to design talent differentiation and assessment tools to identify and review talent	How to use talent identification and review data to inform the organisation's workforce planning strategy
The different talent populations that exist within your organisation	The approaches your organisation takes for different talent populations	How to track and review the value of different talent populations	How talent populations help to drive organisation performance
Your organisation's approach to creating diverse talent pools	Different ways of creating diversity within talent pools	How diverse talent pools contribute to the talent strategy	How to assess the organisational value of diverse talent pools
The benefits of talent pools in partner organisations	Your organisation's approach to using talent pools in partner organisations	How to use talent pools in partner organisations to contribute to organisation performance	How talent pools in partner organisations create long term value
The benefits of high potential diagnostic and development programmes and experiential opportunities	Your organisation's approach to high potential diagnostic and development programmes as well as experiential opportunities	How to design high potential diagnostic and development programmes, and the role of line management and coaching in experiential learning	How to ensure talent development programmes are creating value for the organisation
Succession and contingency planning approaches in your organisation	How to carry out succession and contingency planning approaches	How to design flexible approaches to succession and contingency planning in a constantly changing environment	The organisation impact of succession and contingency planning in a constantly changing environment
How to find out about local, regional and global approaches to talent in your organisation	Local, regional and global approaches to talent in your organisation	How to consider cultural and country differences when designing global approaches to talent	The value of global talent interventions in driving organisation performance
Workforce planning approaches in your organisation	How to gather people data to inform workforce planning approaches	How to integrate wider people data to create workforce planning approaches	How to use strategic workforce planning to support and drive organisation performance
Self-managed talent approaches available	How to create career development pathways	How to design self-managed talent approaches for all workers	The impact of life phases on your strategic approach to talent management



### Things to start thinking about

Use these prompts to reflect on your understanding of **Talent management** and uncover areas for future professional development.

- Which methods of attracting, developing and retaining talent are most effective for your organisation?
- What segmentation data is used to inform decisions on what talent populations are needed?
- When did you last undertake a review of how talent is identified in the organisation?
- How do you tailor talent interventions to meet the bespoke needs of talented individuals?
- How do you drive the talent agenda across organisational/regional/global boundaries?