

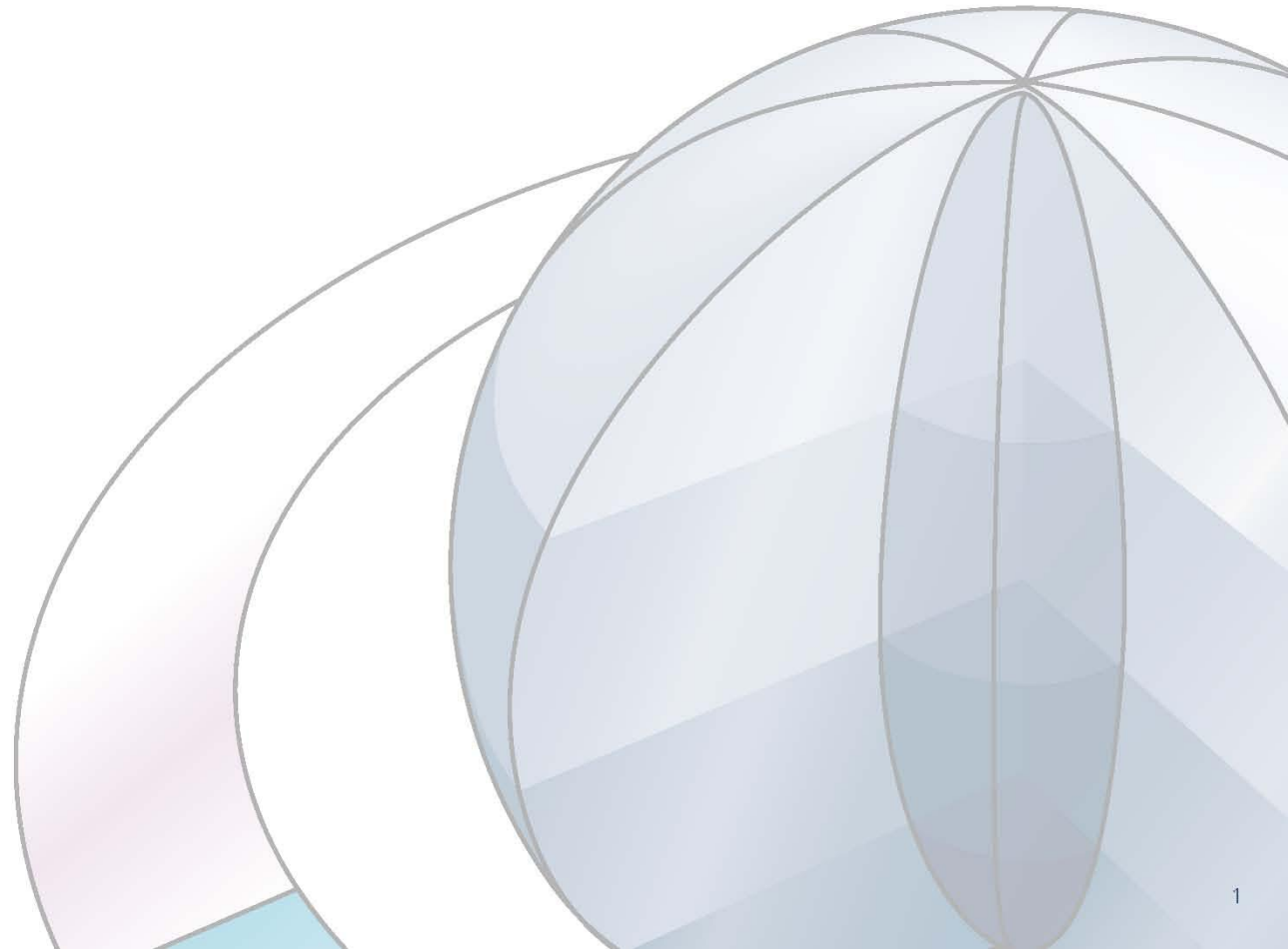
Building an HR function fit for the future



# The HR Profession Map

Jackie Orme

Chief Executive



# Agenda

1. Changing focus of HR and CIPD
2. Evolution of the HR Profession Map
3. Transforming qualifications
4. Transforming membership

# Changing purpose

**The HR profession** has changed –

*'...there's a shift from a primary focus on supporting line managers to manage their people well, to a primary focus on ensuring your organisation has the sustainable capability it needs to deliver its aims both today and in the future.'*



**Jackie Orme**  
*People Management Jan 2009*

# CIPD Purpose and Focus



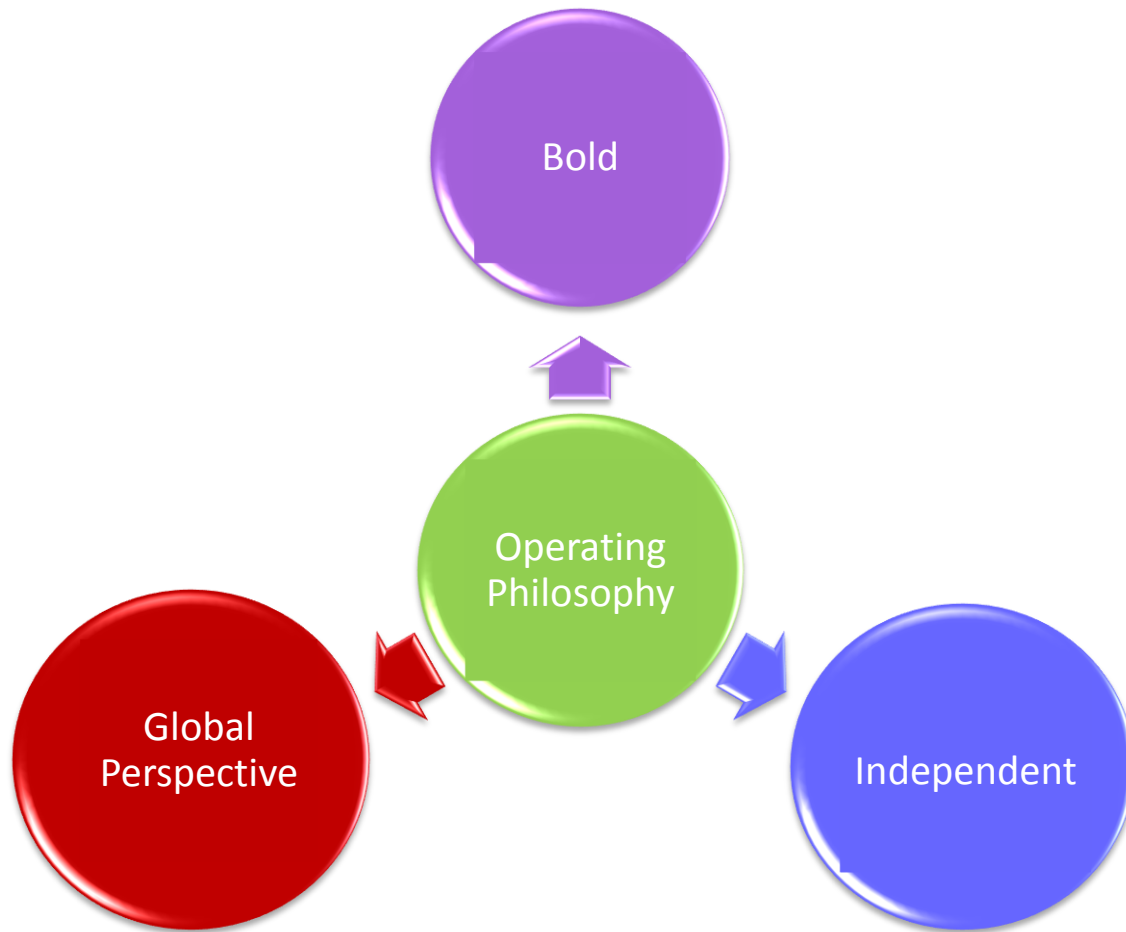
To focus on improving the sustainable performance of organisations through the HR profession

Shaping the thinking and practice of HR

Building current and future capability of the profession

Make HR a compelling career choice for high calibre entrants

# The CIPD Modus Operandi



## Our response to the changing purpose

Over the last 12 months we have conducted a breadth and depth of research into both our customers and the markets in which we operate.

Our research has encompassed the following:

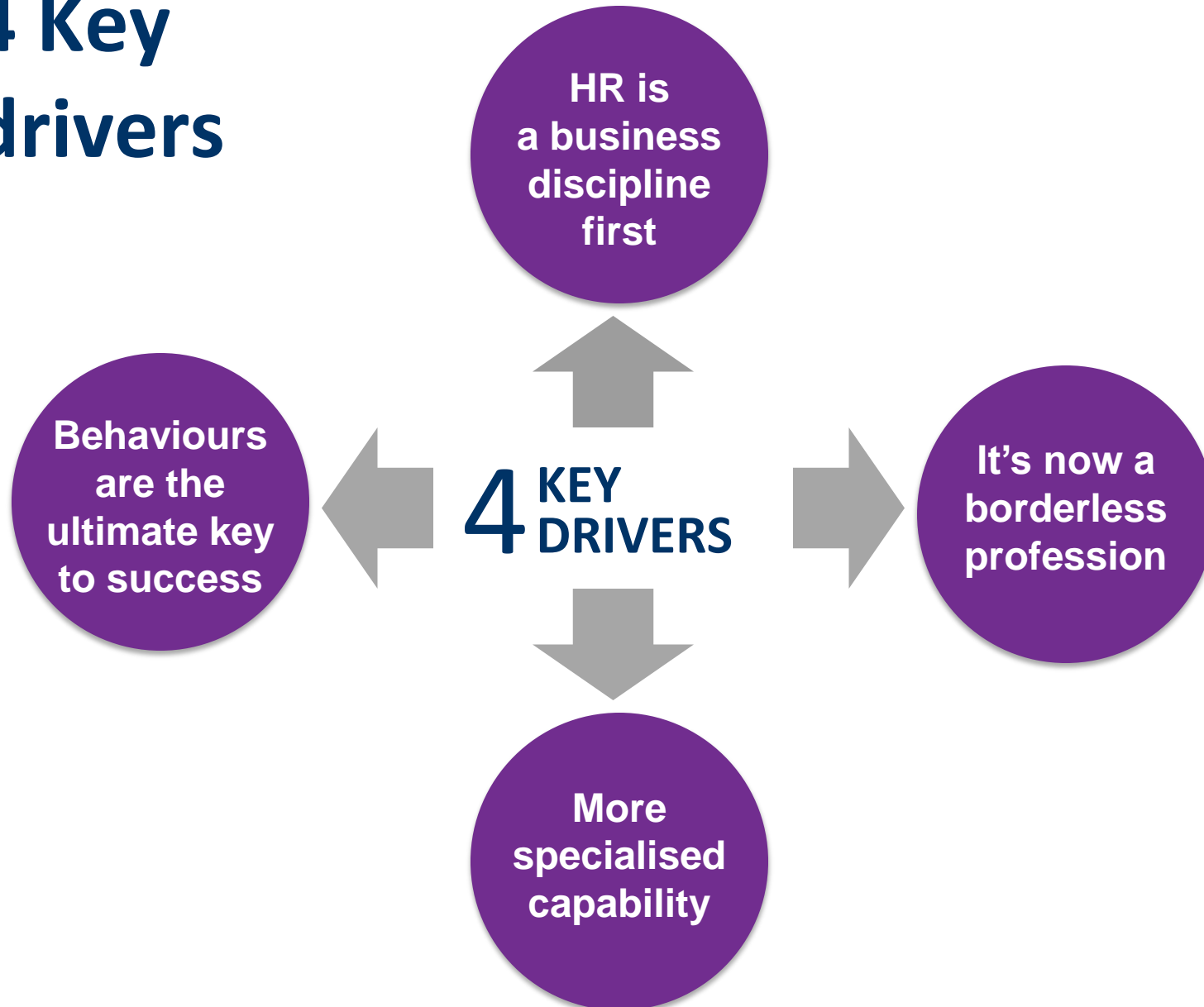
Market  
research

- Quantitative
- Qualitative

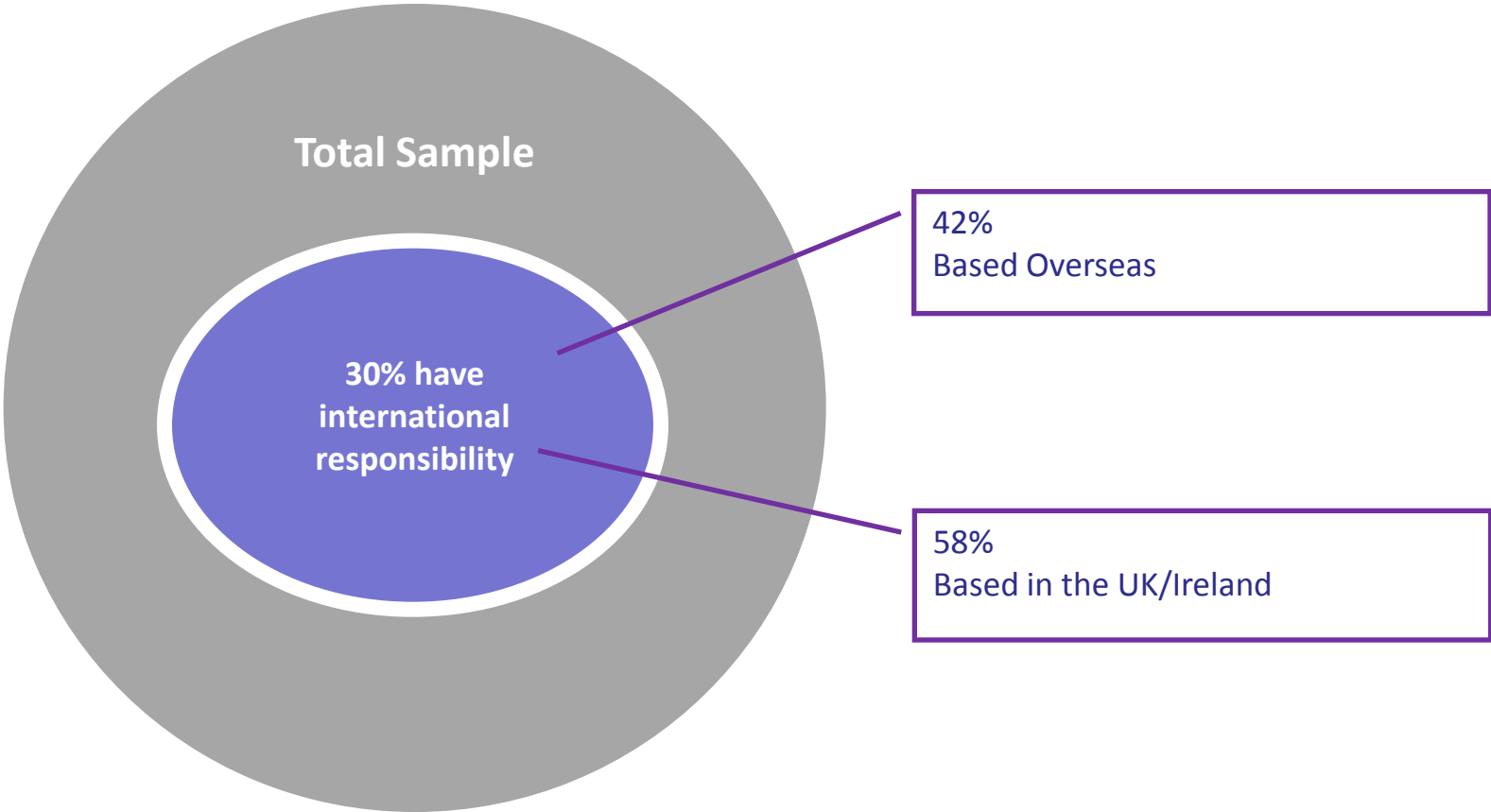
Desk research

Advisory  
Board

# 4 Key drivers



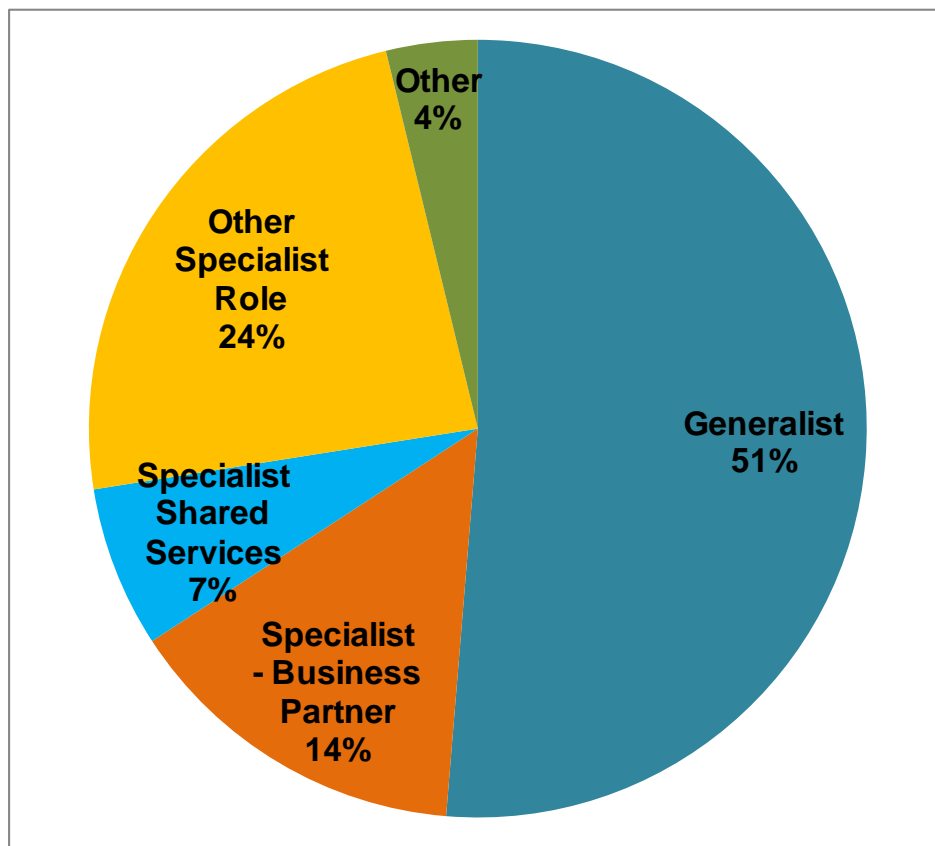
# 30% of the sample have International responsibilities within their remit, 42% of these are based outside the UK



A large proportion of the sample looking for an International perspective

## 50% describe themselves as HR Specialists

- **Specialist Business Partners** have roles in Strategy & Planning, Organisation Design, Organisation Development and Business Solutions
- **Specialist Shared Services** have roles in Information and Service Delivery, Learning & Development and Resourcing & Talent Management
- **Other Specialist Roles** are in Learning & Development, Performance & Reward and Organisation Design.



# HR profession map - design principles



Cover the **breadth and depth** of the HR Profession

**Four bands:** what you need to **know**, what you need to **do**, and **how** you need to do it

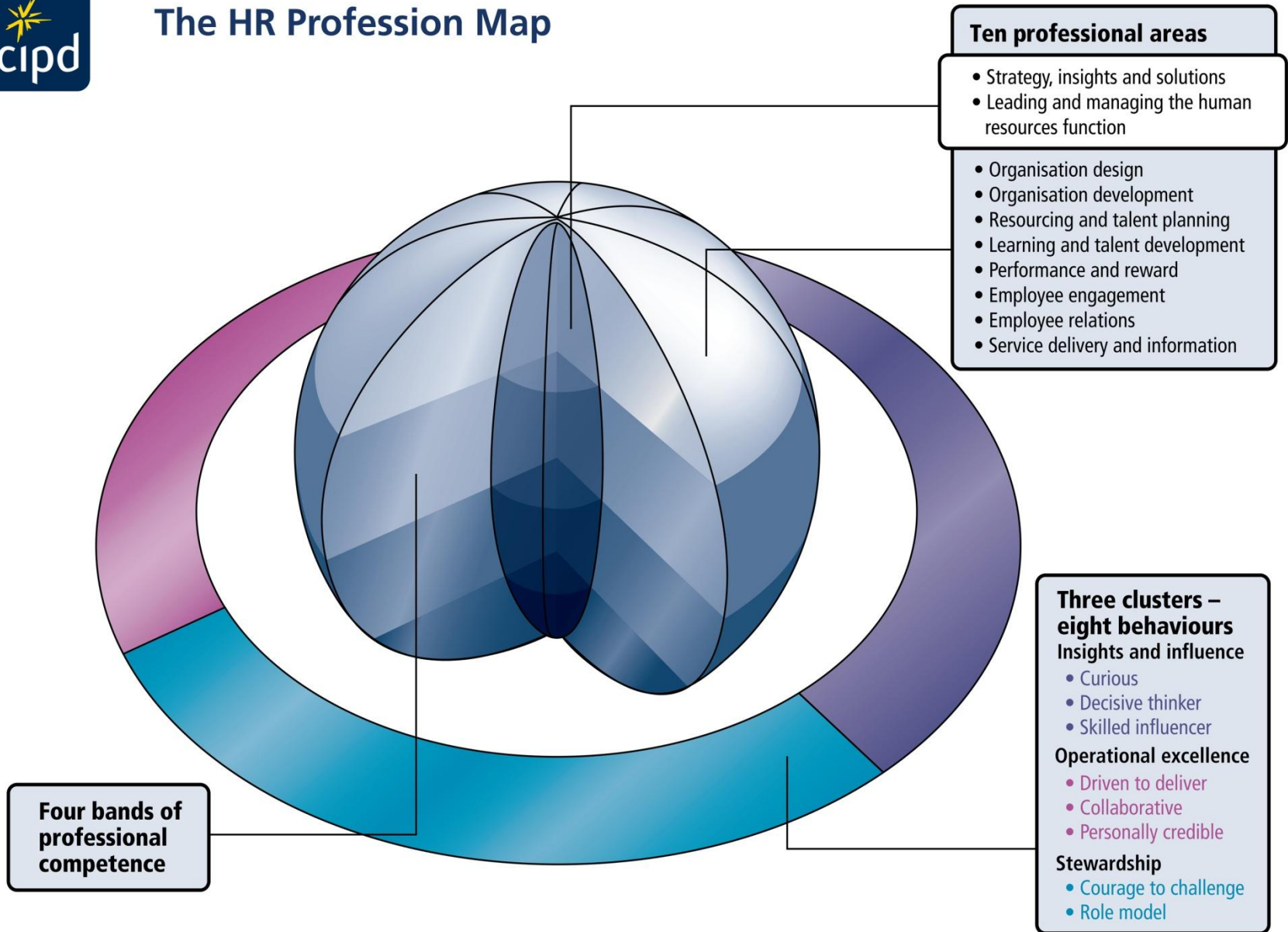
**Professional competence** not how this is put together in roles

**International** perspective and applicability

**HR specific** but some content may relate to line managers and academics



# The HR Profession Map



# How is the map being used?



A group of five diverse people (three women and two men) are smiling and looking towards the camera. They are dressed in professional attire. The background is a soft, out-of-focus indoor setting with a red carpet or rug.

# Transforming CIPD qualifications for the future

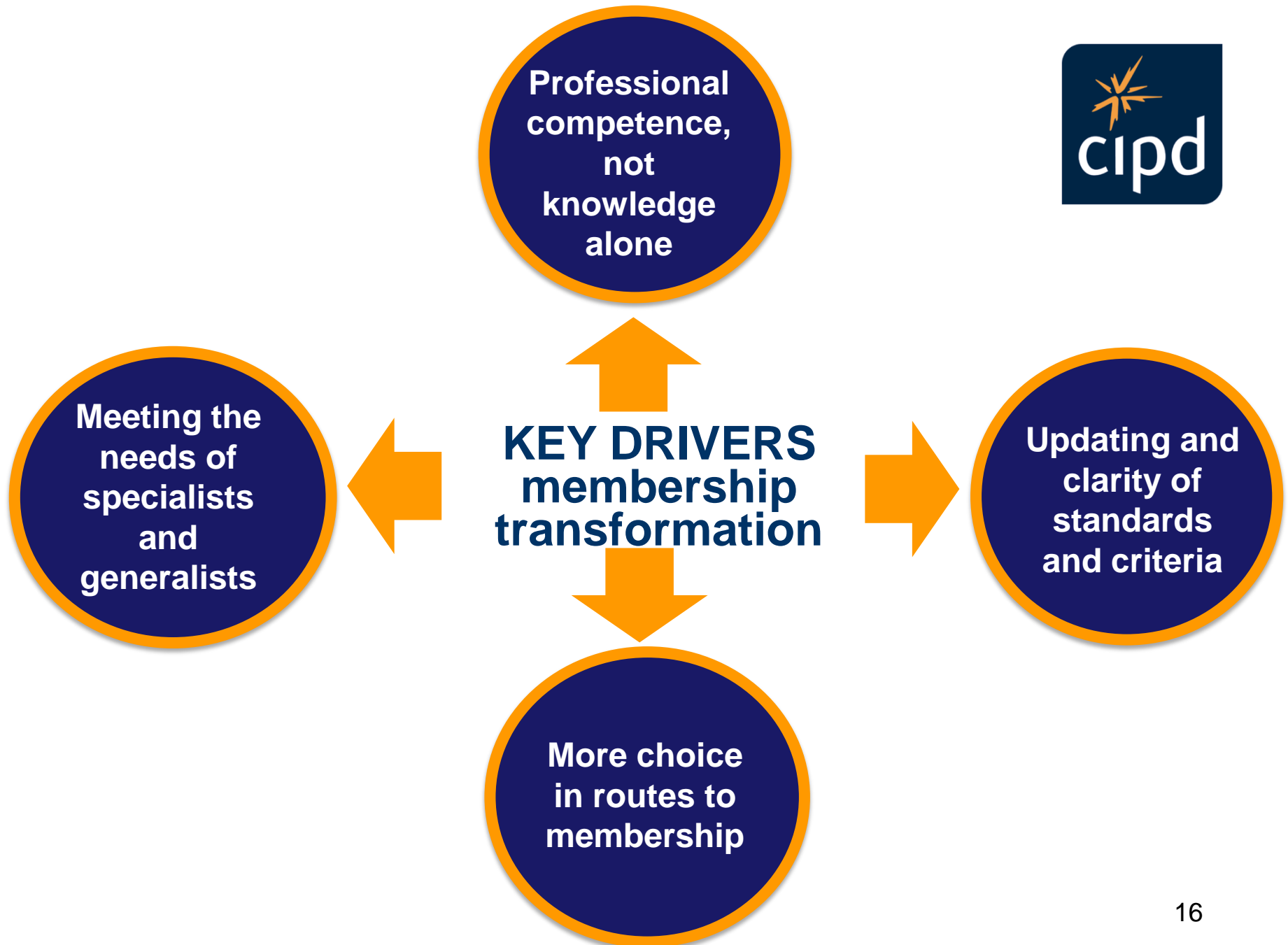
# New CIPD qualifications from 2010



- Derived from the knowledge and skills in the HRPM
- Provide the underpinning knowledge for professional membership
- Greater flexibility to learners and providers
- Available at three levels - Foundation, Intermediate and Advanced
- Available in three sizes – awards, certificate and diplomas
- Core and optional units – can specialise according to career needs
- Modular – can progress at own pace
- Map to UK QCF, and potentially internationally
- Ensures business and international contexts are built in from the beginning



# Transforming CIPD membership for the future



# Transforming CIPD membership: badges of professional competence



**Associate**

**Chartered  
Member**

**Chartered  
Fellow**

professional competence at three levels, based on practical application  
of underpinning knowledge:

**activities, knowledge, behaviours**

# Access to CIPD Membership: Two initial choices for each level



All candidates will be assessed against  
the membership criteria:

**Activities**

**Knowledge**

**Behaviours**

**1**

**upgrade**

**qualification**

**upgrade**

**2**

**Direct admission**

# Membership upgrading

## What is staying the same?



Only with a CIPD awarded or approved qualification

Time involved for the candidate

Based on application / experience in the workplace

CIPD manage the process, including results and feedback

Application submitted to CIPD

Assessed by CIPD volunteer panel

# Membership upgrading

## What is changing / improving?



Assessment  
criteria and  
requirements

Involvement  
of employer  
and / or  
colleagues/  
peers

Completed  
during  
studies where  
applicable

Required for  
entry to  
Associate

Method of  
providing  
evidence/  
applying

Ability to  
submit and  
manage  
application  
online

# The future



- New 'gold standard' for the profession for individuals and organisations
- Badge of competence that is portable from employer to employer, sector to sector, internationally
- Choices in routes to the appropriate level of professional membership
- Clear professional development pathway linked to professional membership
- CIPD qualifications that provide the underpinning knowledge for professional membership