



Ministry
of Defence



DE&S functional competence framework

Human Resources

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Talent Management

Talent management uses data from workforce, succession and contingency planning tools to define what talent exists within the organisation, what talent populations are needed, and the identification of employees who are particularly valuable to an organisation. The ability to identify and select the most effective methods by which to attract, develop and retain talent is critical. Increasingly important is the utilisation of emerging talent technology around talent engagement tools and people analytics which is increasingly re-defining the capabilities of talent management.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Leads as global or industry talent expert, often called upon by industry and government figureheads to provide thought leadership and guidance • Applies industry leading expertise and leads on exploring new technologies around emerging talent tech tools, cloud based systems, and people data analytics • Champions change strategies in the talent management space, deploying industry leading capabilities for integrating systems led, talent management processes • Uses global insights into competitor performance to shape talent strategy at DE&S • Actively supports CIPD, industry and cross-government talent activity, providing challenge and influence; driving innovation and developing professional standards • Champions benefits of greater talent diversity in the workplace, creating viable solutions to balance diversity gaps
Expert	<ul style="list-style-type: none"> • Sets strategic direction and agenda, for talent development, standards and approach to drive organisational capabilities and deliver business strategies • Influences and challenges senior leaders to ensure they understand, sponsor and are fully engaged with DE&S approach to talent identification and succession planning • Utilises strategic workforce planning and data analytics to shape talent management and business strategy • Leads on talent system integration, by enabling robust change management, and utilising expert knowledge of the relevant system, (e.g. Workday or Oracle), and wider talent management landscape • Leads regular internal and external talent identification exercises to assess current and future talent levels • Utilises industry wide talent trends and localised demographics to consider cultural differences when designing and delivering approaches to talent management • Directs the development of diverse talent pools and the implementation of an inclusive talent management approach • Aligns talent management to wider people and business strategies, helping to drive the cultural environment needed to improve employee experience and deliver key business objectives

Practitioner	<ul style="list-style-type: none"> • Utilises knowledge of organisational objectives and wider government influences to develop DE&S Talent Strategy and talent management plans • Facilitates talent development programmes and provides career progression opportunities to build a highly skilled workforce, including graduates and apprentices • Co-ordinates and facilitates regular internal and external talent identification exercises to assess current and future talent levels across the organisation • Researches, validates and aligns key skills to specific assessments and undertakes gap analysis to determine missing organisational key skills • Builds, implements and manages the workforce succession forecast for the future (12-month plan per function/ domain); working with functions to encourage ownership of succession planning, accounting for highest priority and critical posts • Manages the creation of engagement tools supported by data analytics, and determines how to retain talent through differentiated talent offerings • Champions the enforcement of talent management governance and application of team standards • Facilitates the integration of new systems with robust change agent partnering and the delivery of data insight skills and detailed knowledge of talent management • Manages and aligns system data insights with both talent specific and wider people processes and goals
Supervised Practitioner	<ul style="list-style-type: none"> • Provides guidance for the DE&S talent strategy and definition to wider business • Assists managers to identify skills and capabilities they need to deliver for current and future work • Delivers data insight skills, collating and analysing system data to inform resource gaps and talent management interventions • Conducts regular internal and external talent identification exercises, ensuring managers are fully engaged with the process • Implements elements of talent development programmes to ensure they attract, retain and develop the right people in line with department talent strategy • Implements different approaches to defining, developing, sourcing and retaining talent, including diverse talent, on an individual and group level • Collaborates with management to drive workforce planning approaches in the organisation and the talent approaches available
Awareness	<ul style="list-style-type: none"> • Advocates the DE&S talent strategy and definition of talent • Understands the organisation's approach to talent identification and succession planning and is able to explain to employees where necessary • Maintains an awareness of talent interventions (including development schemes) available at all levels of the organisation • Collects and collates data regarding resource and talent gaps • Administers and supports talent identification processes. E.g. talent identification model, talent boards and talent reviews • Maintains a broad understanding of the benefits of diverse talent pooling, and the benefits of high potential diagnostic and development programmes and experiential (practical) opportunities

Resourcing

Resourcing involves the attraction and selection of the right individuals into the right role, at the right time and cost to meet the strategic workforce requirements. It's about using relevant workforce planning data, knowing the right sourcing approaches and digital tools to tap into diverse candidate pools.

Those involved in resourcing activities should be focused on understanding the candidate experience, designing effective assessment and selection approaches and, overall, how to make effective recruitment decisions that meet both short and long term organisational needs.

Applying understanding of the labour market, the organisation's market position, the employee value proposition, and job analysis will ensure roles are engaging to a wide range of people.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Uses global insights into leading practice of other organisations to shape resourcing activities, workforce planning and policies at DE&S • Influences and collaborates with industry and global leaders to set the strategic direction for developing resourcing standards and approaches both at DE&S and across industry • Champions the impact resourcing has on inclusion and diversity, leading industry on how best to integrate Diversity & Inclusion to the resourcing strategy and creating viable solutions to balance under-represented talent in employment • Understand how global mobility strategies impact organisation performance, and determines how current and future trends in the workforce impact DE&S resourcing strategies • Applies industry leading expertise and leads on exploring new, high impact technologies such as process automation, AI driven assessment, and market data analytics • Actively supports CIPD, industry and cross-government resourcing activity, providing challenge and influence; driving innovation and developing professional standards • Champions change strategies in the resourcing space, deploying industry leading capabilities for integrating systems led, resource management processes
Expert	<ul style="list-style-type: none"> • Sets the resourcing agenda, leading the design of resourcing plans to address gaps and fulfil long-term organisational people and skill requirements • Leads data analysis to draw insights around skill/resource gaps, diversity profiles, local workforce trends and to inform the evaluation and improvement of resourcing approaches and strategies • Draws on industry insights to lead the identification and implementation of appropriate selection and assessment methods to deliver a market leading candidate experience and meet strategic talent requirements • Applies a high level view of technology landscape, social media trends and change management to identify applicable resourcing technologies that could be integrated, such as process automation and AI driven assessment • Leads as a resourcing subject expert, called upon by leadership and senior management to provide advice and guidance on policies, best practice in resourcing, talent acquisition schemes, succession, and governance • Influences and challenges senior leaders to ensure they understand, sponsor and are fully engaged with resourcing and identification activities and processes • Leads on the implementation, measurement and evaluation of the annual calendar for the resourcing process

<p>Practitioner</p>	<ul style="list-style-type: none"> • Draws on industry insights to lead the identification and implementation of selection and assessment processes to deliver a market leading candidate experience and to meet strategic talent requirements • Refines the resourcing agenda and delivers strategic workforce planning priorities to fulfil long-term organisational requirements • Utilises gap analysis and people data analytics to manage resource forecasts for current and future requirements, tailoring succession planning, internal promotions and talent attraction policy accordingly • Liaises with stakeholders to ensure whole workforce planning policy and processes are implemented and adhered to across specific business areas. • Manages, can design and evaluates a range of assessment and selection processes (e.g. pre-assessments, interviews, online tests) • Manages recruitment approaches and standards for all levels of the organisation, striving for the best candidate experience and tailoring approach to appeal to different candidates • Builds successful external relationships with the market, job boards and networks to maintain an informed understanding of current desired skillsets • Maintains a broad level understanding of emerging automation and AI driven resourcing technology, effectively partnering with supplier and change agent partners to enable systems integration where applicable • Manages assessment design to ensure assessments meet equality and legal requirements and good practice standards. Use market insights to shape resourcing initiatives
<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Acts as a trusted advisor to managers and HR colleagues to help identify skills, resources and capabilities they need to deliver current and future priorities • Collaborates with managers across functions and HR colleagues to support the development and delivery of workforce planning processes • Delivers data insight skills, collating and analysing system data to inform resource gap interventions • Maintains a broad understanding of the market landscape, legal regulatory, workforce planning and policy parameters which guide recruitment • Utilises a range of sourcing approaches when delivering recruitment campaigns to target relevant candidates, and conduct fair and objective approaches that encourage diversity • Builds and manages effective relationships with recruitment providers ensuring supply meets resourcing demands • Implements functional, tailored resourcing processes, whilst ensuring they are fit for purpose to deliver required outcomes • Utilises market insights and works with managers to update internal practices, guidance and to make informed decisions on best practice • Partners with cross functional SMEs and suppliers on issues such as relocation, immigration, tax, legal • Manages assessment and selection activities with confidence (e.g. pre-assessments, interviews, online tests. Knows the 'dos and don'ts' of online interactions and conversations) • Assists managers to maximise the effectiveness of the recruitment processes, attracting talent that match resourcing requirements

Awareness

- Carries out specific workforce planning processes and understands how they fit into broader strategic workforce planning initiatives
- Collects research, analyses data and provides advice to support resourcing and workforce planning activities (e.g. on talent gaps)
- Develops an understanding of the legal regulatory and policy parameters which guide recruitment
- Delivers a variety of resourcing methods and techniques to search for diverse candidates and applies fair and objective assessment
- Accesses various recruitment channels and sources of talent (social and professional media, press, search etc.)
- Explains resourcing and talent processes clearly to applicants and employees and provides ongoing support as necessary
- Provides individuals with information to illustrate how the recruitment process accommodates 'reasonable adjustments' as necessary
- Administers and supports a range of assessment and selection processes (e.g. pre-assessments, interviews, online tests. Knows the 'dos and don'ts' of online interactions and conversations)

Business Facing HR

Business Facing HR Encourages, supports, challenges, advises and facilitates delivery teams, DMs and FDOs to deliver whole workforce planning and people engagement and management activity appropriately, providing HR advice and information to inform Business decisions. Increasingly business facing HR advises on global workforce trends, and utilising data analytics to drive productivity and shape people strategy.

Level	Descriptors
Authority	Not Applicable
Expert	<ul style="list-style-type: none"> Leads meaningful relationships with senior leaders, acting as an expert and trusted advisor on people related issues Directs HR COEs and activities to capture business reaction, providing business insight to shape future policy decisions Applies expert knowledge of the business to tailor organisation wide people focused interventions that meet strategic business requirements Leads complex business change programmes, collaborating with and influencing programme leaders to ensure all people related activity and assurances are appropriately managed Utilises people data analytics and information to influence strategic business decisions Leads on the benefits and risks associated with complex people management activities, engaging with relevant legal and external experts Champions collaboration across the Business. Leads activity to ensure wider people strategies and best practice is applied across the organisation Directs initiatives to enable business facing HR teams to deliver the strategic focus of the organisation Leads on Inclusion & Diversity, ensuring it's embedded in everything HR and business do
Practitioner	<ul style="list-style-type: none"> Manages meaningful relationships with business stakeholders, acting as a trusted advisor on people related issues for your area of responsibility Liaises with HR COEs, seeking guidance and clarification to provide informed advice to business that will help determine policy decisions Manages business requirements and priorities with key stakeholders. Ensure business focussed responses are provided in a timely manner based on priority need Anticipates business change and the associated people impacts. Liaise with project managers to ensure they consider all people related activity and assurances Utilises relevant people data analytics and information to identify associated potential issues, risks and opportunities for the Business Manages the options, benefits and risks associated with people management activities Identifies and responds to people related Business issues, developing appropriate HR interventions and action plans in collaboration with the Business Provides key input within the development of bespoke business led products / interventions, seeking input from the relevant CoE where appropriate
Supervised Practitioner	<ul style="list-style-type: none"> Develops collaborative relationships with the Business stakeholders, acting as point of contact for people issue queries Understands business requirements and priorities, providing responses to queries in a timely manner, seeking guidance and clarification from HR CoE to ensure information / advice provided to the Business is accurate Anticipates business change and the associated people impacts, providing HR assurance advice related to routine changes

	<ul style="list-style-type: none"> • Analyses available, relevant people data and information, identifying trends and possible issues that require further consideration • Provides reassurance of recommended People Management activity, supporting managers to make appropriate decisions through correct interpretation of policy • Collaborates with peers and others within Business Facing HR teams to identify different approaches to similar workstrands, providing feedback to help inform improvements • Assists managers in developing bespoke business led products / interventions, seeking input from the relevant CoE where appropriate
<p>Awareness</p>	<ul style="list-style-type: none"> • Engages with business stakeholders within area of responsibility and wider HR • Awareness of the relevant HR policy and procedures documents, signposting managers to relevant guidance, providing responses to queries in a timely manner and seeking guidance and clarification from HR CoE to ensure information provided is accurate • Understands the HR Assurance process, tracking and recording advice to interim Business change programmes • Collates available, relevant people data and information, enabling clear and accurate analysis to be conducted • Understands the current people related learning experiences and signposts personnel to the correct opportunities • Provides a broad knowledge of common people related business issues that may be experienced within the area of responsibility

Reward & Recognition

Reward & Recognition ensures strategies are designed and implemented by enabling employees to be rewarded in line with the organisational context and culture, relative to the external market environment. This requires specific knowledge in a range of specialist areas to be able to create and shape a total reward package, whilst understanding the link between reward and performance from both an individual and organisational level

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Influences and collaborates with industry and global leaders to set strategic direction and agenda, for reward and recognition development, standards and approach both at DE&S and across industry • Actively supports CIPD, industry and cross-government talent activity, providing challenge and influence; driving innovation and developing professional standards. • Uses global insights into competitor performance to improve Reward & Recognition strategy at DE&S • Champions the benefits of greater diversity in the workforce, creating and educating industry on viable solutions to the gender pay gap
Expert	<ul style="list-style-type: none"> • Directs the development of a reward strategy which attracts, motivates and retains key personnel, drawing on industry standards and market intelligence • Shapes the Remuneration Committee (REMCO) agenda, in line with functional and organisation wide strategies, and industry best practices. • Leads the REMCO committee's reputation with external parties, and exerts influence on government bodies, including HM Treasury and The Cabinet Office. • Leads the collaboration with finance leads to agree organisational and functional specific cost envelopes, partnering with business leads to ensure adherence • Utilises high level industry data and benchmarking frameworks to ensure reward is broadly aligned to market expectations. • Directs diversity related reward issues, pulling from industry best practice to provide immediate relief and long term solution. • Oversees the organisation's reward reporting requirements (government, legislative, annual reports, shareholder, voluntary reporting)
Practitioner	<ul style="list-style-type: none"> • Develops and manages reward and recognition policies and procedures, aligning and adjusting according to financial forecasts and managing business partners to ensure adherence • Manages proposals for market positioning by applying local and industry benchmarking • Manages plans to implement REMCO decisions and outputs; providing input to REMCO reports. • Partners with business management and HRBPS to proactively identify team or functional wide reward issues and develop solutions • Manages quality check survey and wider industry benchmarking methodologies, and assess the factors determining reward, including diversity related issues • Manages the organisation's reward reporting requirements (government, legislative, annual reports, shareholder, voluntary reporting)

Supervised Practitioner	<ul style="list-style-type: none">• Assists managers to determine how the organisation's financial performance shapes cost envelopes and broader reward strategies• Assists managers to implement the organisation's reward policy and procedures• Articulates the principles and fundamental models that underpin reward policies to the employee population• Applies the different elements of executive remuneration and the legislation that impacts reward practice (disclosure, tax, work permits, tax, pensions and benefits)• Engages with the business to resolve reward issues pulling on data to make informed decisions• Supports the organisation's reward reporting requirements and contributes to the production of REMCO reports
Awareness	<ul style="list-style-type: none">• Understands the organisation's approaches to reward and supports implementation of policy and procedures• Understands and articulates international reward standards (egg tax, legal, works councils, cultural drivers)• Applies benchmarking and salary surveys to help shape the organisation's salary framework• Deals with routine queries from the business and is aware of impact on broader HR policies• Provides reward reporting typically for a function or specific area

Learning & Development

Learning and development creates a culture and environment for individuals to learn and grow. It's knowing the current and future capability needs of the organisation, as well as how to create a learning culture that drives engagement in continuous professional development.

Learning design and delivery requires a blend of learning approaches, including face-to-face, digital, social collaborative and coaching, as well as the application of motivational and behavioural science.

How effectively learning is transferred to the learner is key to understanding its impact at an individual and organisation level.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provides thought leadership across industry, utilising various vehicles to educate and shape industry practice, including specialist events, workshops, programmes and online platforms • Influences and collaborates with industry and global leaders to set strategic direction and agenda, for learning & development, standards and approach both at DE&S and across industry • Actively supports CIPD, industry and cross-government Learning & Development activity, providing challenge and influence; driving innovation and developing professional standards • Uses global insights into competitor performance to improve Learning & Development strategy at DE&S • Champions the benefits of greater diversity in the workforce, creating and educating industry on viable solutions to diversity led learning pathways and people development
Expert	<ul style="list-style-type: none"> • Draws on expertise and strategic data insights to direct Learning & Development strategy, policy and procedures, to drive a culture that enhances organisation wide development and capability, and promotes employee resilience and wellbeing • Leads and champions the business case for L&D, influencing and challenging senior leadership to ensure they understand, sponsor and fully engage with L&D strategy and initiatives • Champions organisation wide executive development, deployment and career management processes • Actively engages with and exhibits the values that L&D promotes • Draws on workforce planning and expertise of organisation strategy to anticipate future capability, ensuring the L&D infrastructure evolves with development requirements • Leads as a learning partner and performance coach to management, ensuring L&D delivery accountabilities are clear across the organisation • Leads on L&D system integration, by enabling robust change management, and utilising expert knowledge of the relevant system, (e.g. Workday or Oracle), and wider L&D landscape • Considers best practice and collaborates with SMEs internally and across industry to lead innovative design of critical learning interventions and programmes across the organisation

<p>Practitioner</p>	<ul style="list-style-type: none"> • Manages the development of a learning culture that enhances organisation capability and employee resilience • Draws on broad knowledge of organisational strategy, data insights and stakeholder engagement to define capability needs and their implications for learning • Develops learning and development strategy, taking into consideration appropriate delivery channels (e.g. 70/20/10, e-learning) internal and external best practice and ensuring alignment with workforce planning strategy to enhance organisation capability • Draws on best practice and collaborates with SMEs both internally and externally (e.g. with external training providers) to manage the implementation of L&D strategy, policy and procedures • Evaluates training interventions and revises strategy to ensure organisation capability is increased • Manages, designs and develops L&D interventions in response to business needs and data insights • Manages the creation and curation of content that can be stored, searched, accessed, linked and used to create meaningful learning narratives • Applies principles of learning facilitation in different learning contexts and integrates social collaborative learning into the learning approach • Manages initiatives on coaching and mentoring capability across the organisation and designs learning using theories and methods that maximise learner engagement, learning transfer and impact
<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Assist managers and works with internal stakeholders to define capability needs of individuals and teams • Assists managers to educate the business on L&D culture and policy compliance whilst delivering learning interventions • Understands and evaluates effectiveness of training in order to demonstrate return on investment and to inform the future training plan • Provides training needs analysis and deploys various styles of delivery and facilitation, adapting according to audience • Applies principles that underpin the design and use of face-to-face learning as well as the use of digital technologies in learning • Co-create and curate content with managers and subject matter experts to meet learning needs • Assist managers on coaching and mentoring delivery across the organisation and designs methods that maximise learning engagement, transfer and impact
<p>Awareness</p>	<ul style="list-style-type: none"> • Develops an awareness of, and supports the Learning & Development team with the design and implementation of L&D initiatives whilst taking responsibility for the collation and retaining of robust training records • Gathers and analyses data from workforce planning and HR systems, whilst working with managers, to capture the L&D requirements • Provides post learning analysis in order to assess the effectiveness of learning initiatives and inform the future training plan • Responsible for ensuring internal learning resources are kept up to date and compliant • Acts as a point of contact for employees for L&D enquiries with the intent to increase the knowledge of learning and development within the business

Performance Management

Performance management creates a culture which encourages the continuous improvement of individuals' skills, behaviours and contributions to the organisation. It maximises employee performance in order for the business to accomplish their vision and achieve their strategic goals whilst enabling individuals to be the best they can be, continually striving towards their potential. In the case of under-performance, identifying and addressing issues in a supportive manner and putting in place appropriate interventions is required so that performance is lifted to an acceptable standard.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Acts as an industry figurehead on global trends and emerging technology on how to shape a performance led, employee centric culture that gets the best out of employees • Influences and collaborates with industry and global leaders to set strategic direction and agenda, for reward and recognition development, standards and approach both at DE&S and across industry • Supports CIPD, industry and cross-government talent activity, actively providing challenge and influence; driving innovation and developing professional standards. • Uses global insights into competitor performance to improve performance management strategy at DE&S
Expert	<ul style="list-style-type: none"> • Directs best practice performance management and policy across the organisation, drawing on industry standards and adjusting according to organisational/functional culture and maturity • Drives a performance and employee centric culture, partnering with HR and business leaders to ensure cross border objectives align with wider people and business goals • Utilises data insights and leads as subject expert advising the SLG/business leads on effective performance management metrics and measures that drive organisation performance • Influences senior stakeholders, to drive the development and implementation of monitoring systems for functional and team performance indicators and standards
Practitioner	<ul style="list-style-type: none"> • Takes ownership of performance management and improvement initiatives, utilising data insights and various feedback channels to continuously evaluate their impact on organisational performance and adjusting them where appropriate • Champions performance driven and employee centric culture, enforcing related initiatives and policy, and consistently exhibiting the related behaviours • Builds and manages robust relationships with key business stakeholders in order to embed and deepen the performance management agenda across the business • Develops and implements learning support mechanisms to proactively aide DE&S cultural transformation Manages guidance on making appropriate adjustments to objectives around individual needs • Collaborates with HR and business leaders to ensure performance policy articulates the link between performance and salary progression/reward and the assessment of individual performance is aligned with departmental strategic objectives

Supervised Practitioner	<ul style="list-style-type: none"> • Utilises a broad understanding of the performance and reward strategies to ensure that the performance management approach aligns with reward synergies • Supports a performance driven and candidate centric culture by exhibiting the related behaviours and enforcing related initiatives and policies • Utilises system data extracts and timely reporting to complement information provided by the case work team in relation to performance management, including under-performance issues and people issues (such as absence management) • Assists managers in offering informed advice to business on setting performance objectives in line with organisational priorities • Assists managers in providing guidance on making reasonable adjustments to objectives according to individual needs • Ensures alignment of individual performance against DE&S organisation strategy and measurement of organisational progress against strategic and operational goals
Awareness	<ul style="list-style-type: none"> • Signposts managers and employees to tools and guidance that support effective performance management • Supports a performance driven culture by learning the behaviours and championing the intent of such a process • Provides guidance on making appropriate reasonable adjustments to objectives to reflect individual need

Employee Relations

Employee relations aligns the values of your organisation with the experience of your people. It's about creating and delivering people practices which develop and maintain a positive working relationship between an organisation and its people.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Sets strategic direction and agenda, for employee relations and experience, driving standards and approaches both at DE&S and across industry, influencing and collaborating with industry and global leaders • Applies industry leading technology expertise and robust change management to lead on identifying and integrating emerging technologies and practices to improve employee experience • Supports CIPD, industry and cross-government employee relations activity, providing challenge and influence; driving innovation and developing professional standards • Uses global insights into the performance of similar organisations to improve employee relations strategy at DE&S
Expert	<ul style="list-style-type: none"> • Utilises expertise and influence to drive an employee centric culture that improves performance and enhances employee resilience and wellbeing • Utilises data insights to assess employee relations (ER) plans against organisation-wide metrics and drives recommendations for improvement • Directs TLB policy and builds robust relationships with wider MOD stakeholder bodies, aligning DE&S approach where necessary with MOD • Applies expert knowledge to integrate industry leading dispute resolution techniques into the employee relations strategy • Designs ER policies and leads their implementation to promote Inclusion & Diversity across the organisation • Builds and maintains positive working relationships with Trade Union leaders to improve cohesion with influential external bodies and promotes a positive image of DE&S • Demonstrates in-depth, specialist expertise in employment law and is able to inform appropriate action to deal with complex cases that have gone to formal hearings and /or Employment tribunals • Manages organisational implications from changes in employment law and leads negotiations in collective bargaining relationships
Practitioner	<ul style="list-style-type: none"> • Leads the implementation of Employee Relations (ER) processes to promote an engaging employee experience, to drive performance and enhance resilience and wellbeing • Utilises data insight skills to manage ER plans against metrics and recommend areas for improvement • Demonstrates a thorough knowledge of all employee policies and procedures when providing advice and is considered a subject matter expert for the business • Designs and manages engaging ER & experience standards and processes that promote diversity • Champions adherence to employment law and advises others on the impacts employment laws have on the business, policies and procedures • Manages the mediation of employee disputes, assessing the value of alternative dispute resolution methods or legal remedies where necessary • Advises on changes to employment law and influences the management of collective bargaining relationships

	<ul style="list-style-type: none"> • Liaises with employment law experts and SMEs, as required, to identify and/or mitigate potential legal risk
Supervised Practitioner	<ul style="list-style-type: none"> • Identifies areas for improvement or recognition by approaching all aspects of work with a learning and employee experience mind-set • Ensures consistency is applied to the function plan across all business areas by implementing compliance checks • Provides accurate, timely information and support to functional leads, enabling good practice and the resolution of issues • Assists managers by offering insights into how employee bodies work and how to work with employee representatives on individual cases • Supports managers by building their confidence in dealing with escalated ER cases (e.g. employment / industrial / labour tribunals / courts) through explaining how they work, relevant legal precedents and the evidence needed to support cases • Demonstrates expertise on employment law by providing appropriate guidance to colleagues and refers them onto specialists as necessary • Takes ownership of ensuring all functional policies and procedures are legally compliant in accordance with current legislative requirements
Awareness	<ul style="list-style-type: none"> • Utilises knowledge of Employee Relation (ER) policies and procedures to signpost colleagues to appropriate documentation • Maintains awareness of ER key principles and understands when to engage with Trade Unions and Subject Matter Experts • Provides basic workplace mediation and uses basic resolution techniques • Recognises employee bodies, regulators and the key roles they play • Develops and applies a foundational knowledge of employment law, legal precedents, tribunals and collective bargaining • Maintains relevant ER documentation, ensuring all contractual/legal documents and templates are kept up to date and in line with current legislation and government-wide practices

Organisation Development and Design (OD&D)

Organisational development & design (OD&D) takes a systems and behavioural science-based approach to improving an organisation's performance.

OD&D considers both the 'hard' elements of an organisation (design) – structures, frameworks, systems, policies and metrics – and the 'soft' elements of an organisation (development) – its culture, capability, values, behaviours, and relationships. It requires a deep understanding of all these elements as part of a wider integrated ecosystem.

OD&D helps organisations to understand the 'current state' and work towards an imagined or desired 'future state', identifying issues and opportunities, and effectively supporting and facilitating people, teams and organisations through change.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Champions change strategies in the OD&D space, deploying industry leading change capabilities for integrating data led organisational design • Leads as an industry figurehead on global trends and emerging technology on OD&D • Sets OD&D standards and approach both at DE&S and across industry, influencing and collaborating with industry and global leaders • Actively supports CIPD, industry and cross-government OD&D activity, driving innovation and developing professional standards • Uses global insights into competitor performance to improve OD&D strategy at DE&S • Leads industry on the benefits of applying inclusion and diversity as a key principle to OD&D • Considers alternative viewpoints around organisation culture and change, supporting the business with wicked issues through systemic perspectives as appropriate
Expert	<ul style="list-style-type: none"> • Draws on expertise and leading industry knowledge to integrate a range of organisation development theory into strategic approach • Oversees OD&D theories and ethical design considerations to create design principles across organisational boundaries that enhances organisational capability and employee experience • Leads on OD&D diagnostic tools and ensures alignment with wider organisation assessments and various organisation development interventions • Utilises expert knowledge, OD&D tools and data analysis skills, whilst partnering with HR and business leaders, to continuously assess and adjust organisational design structures
Practitioner	<ul style="list-style-type: none"> • Provides oversight of the key levers that enables DE&S to deliver for customers and establish the strategic requirements for a desired future state • Utilises and applies theories of OD&D such as complexity theory, contingency theory and systems, to inform OD&D policy and enable business leaders to make informed decisions • Champions macro trends that impact the design of organisations such as demographic, sustainability and technology • Manages the design and deliver OD&D interventions to encourage flexibility, consistency, coherence and long-term thinking • Applies OD theory into design of intervention; such as drivers of team and organisation performance, psychoanalytic assessments, group dynamics, systems theory and then applying OD diagnostic tools. • Critically evaluates organisation development theories and uses them to inform, influence and manage others

Supervised Practitioner	<ul style="list-style-type: none"> • Recognises and advises on the pros and cons of a variety of organisation structures • Applies different OD&D diagnostic tools at an individual and team level • Considers a range of organisation development interventions available and selects the appropriate intervention • Assists the management of macro trends that impact the design of the organisation (e.g. sustainability, geopolitical, demographic, technology) • Understands and applies the theories that underpin organisation design at DE&S (e.g. systems theory, complexity theory, contingency theory) • Assist managers in determining how to design good work (volumetric, meaningful work, human / automated processes) at DE&S
Awareness	<ul style="list-style-type: none"> • Collates and analyses OD&D data from individuals, managers and teams to support diagnostic activity • Applies organisation design and development diagnostic tools used within the organisation • Understands the basics of OD&D theories, diagnostic tools and frameworks (i.e. engagement surveys, assessment, group dynamics) • Applies the different types of organisation structures at DE&S and how macro trends impacts work • Recognises the DE&S OD&D specific consulting cycle

Employee Wellbeing & Engagement

Employee Wellbeing and Engagement is about creating a great work environment for people. It involves understanding the role that trust plays in the employment relationship, in making sure people are listened to and have a voice in issues that impact them.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Sets strategic direction for Wellbeing and Engagement, driving standards and approaches both at DE&S and across industry by influencing and collaborating with industry leaders • Applies leading technology and change management expertise to lead on the identification and integration of technology-driven improvements to employee experience • Supports CIPD, industry and cross-government employee relations activity, providing challenge and influence; driving innovation and developing professional standards • Uses global insights into competitor performance to improve employee experience strategy at DE&S • Sets compliant people policies as well as enabling processes and the application of management information to support them
Expert	<ul style="list-style-type: none"> • Encourages executives to behave in a consistent, transparent manner and with integrity • Advises on and sets DE&S approaches on appropriate conflict management, including mediation • Oversees casework management between shared services providers and DE&S is optimised and can be adjusted in-line with changes in the organisation • Leads on establishing an engagement policy that creates organisation value and improves the employee experience • Draws on expertise to anticipate future trends in worker voice, and assesses their strategic value • Draws on expertise to implement policies that strengthen the link between management practices, worker experience and organisation performance • Leads the implementation of policies that drive well-being and create strategic value for workers, the organisation and wider society • Drives a culture of trust that shapes wider organisation culture, performance and reputation • Leads and develops an unique employer brand aligned to culture, mission and values • Draws on expertise to integrate worker experience into wider policy frameworks and assesses the impact of strategic communications on the worker experience • Informs and sets policies relating to people management (e.g. conduct, absence, poor performance, grievances, absence management, bullying and harassment etc.), reflecting updates in employment law and clearly advises and coaches colleagues on their use • Demonstrates a detailed understanding of employment law and DE&S people management policies (e.g. conduct, absence, poor performance, grievances, absence management, bullying and harassment etc.) • Sets the direction for improvement and applies management information to address strategic people issues, such as absence management, bullying and harassment

Practitioner

- Manages casework operations, drawing on broad subject knowledge to provide HR representation at complex cases and to drive case momentum, audit trails, the analysis of management information and document controls
- Coaches senior managers to foster positive working relationships with employees
- Instructs or strongly influences those leading sensitive ER issues on the appropriate approach to conflict management
- Works closely with shared services providers to ensure casework is being managed across operations and provides challenge where necessary
- Manages and helps design approaches to drive and assess employee engagement across the organisation
- Aligns and evaluates worker voice tools and approaches
- Leads, evaluates and improves management practices, driving behaviours to create a better worker experience
- Champions the benefits of proactive and reactive well-being approaches for workers and the organisation
- Builds a culture of trust across the organisation for workers and other stakeholders, aligning organisation brand and employer brand
- Manages people policy frameworks that positively impact the worker experience and designs communication plans, which positively impact the worker experience
- Advises and coaches line managers on policies relating to people management (e.g. conduct, absence, poor performance, grievances, absence management etc.)
- Develops and applies people MI to inform and implement interventions to address strategic people issues, such as absence management, bullying and harassment
- Maintains and draws on a broad understanding of internal policy and external statutory requirements to provide consistent advice and guidance to business management around: mitigation strategies, standards, conduct and disciplinary, health and attendance, performance, grievances, bullying and harassment, probation, employment tribunal, and whistleblowing

<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Supports casework operations, drawing on subject knowledge to provide HR representation at cases, as well as ensuring case momentum, the upkeep of an audit trail, analysis of key management information generated and document control • Implements interventions that enhance constructive and honest communications between employees and managers • Provides specialist advice and instruction to managers who are leading the resolution of employee relations issues • Understands the benefits that shared service providers bring to casework management and works with them productively at hand off points • Assists managers to implement tools and approaches to drive employee engagement, understanding the pros and cons of a range of employee voice interventions • Assists managers in assessing the impact of management practices and behaviours and helps them to determine their impact on the worker experience • Determines the factors impacting well-being at work and how to create well-being interventions for workers • Utilises different trust models and how they can be used to improve relationships at work • Assesses the impact of brand perception, communication channels, methods used to enhance the employer brand, as well as people policies on worker experience • Selects and applies relevant management information to inform and monitor the implementation of people interventions to address strategic people issues (e.g. absence management) • Applies understanding of policies relating to people management (e.g. conduct, absence, poor performance, grievances, absence management, bullying and harassment etc.) to advise line managers and escalates queries as appropriate
<p>Awareness</p>	<ul style="list-style-type: none"> • Encourages open and honest conversations between individuals and supervised managers • Provides accurate, timely information and support to Employee Relations (ER) advisers and managers who are leading the resolution of ER issues • Understands the role that shared service providers play in casework management and signposts employees to these processes • Maintains an awareness of DE&S approach to, and policies around, employee engagement • Understands how relationships between workers and managers can positively or negatively impact engagement • Understands the different approaches and activities around well-being in DE&S • Supports DE&S' employer brand and people policies by enhancing worker experience and making effective use of communications channels • Applies knowledge of people policies and people management information to understand key strategic people issues • Demonstrates understanding of policies relating to people management (e.g. conduct, absence, poor performance, grievances, absence management, bullying and harassment etc.) and can follow these appropriately