



The Profession Map

The 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 Profession Map is relevant to you.

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



- Core knowledge**
 - People practice
 - Culture and behaviour
 - Business acumen
 - Evidence-based practice
 - Technology and people
 - Change

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

- Specialist knowledge**
 - Employee experience
 - Employee relations
 - Equality, diversity and inclusion
 - Learning and development
 - Reward
 - Talent management
 - Resourcing
 - Organisation development and design
 - People analytics
 - Wellbeing

About the levels

The 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.

Foundation 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.

Foundation level is equivalent to Foundation Member (Foundation CIPD).

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 knowledge required to be an expert 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 practice

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

Foundation 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 stages of workforce planning including current workforce analysis, determining future needs, identifying gaps and action planning	How workforce planning informs other people practices and wider business planning	How to use strategic workforce planning to inform future people and organisation strategy
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 capability needs	How to build future organisation and sector capability
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 wellbeing is and why it's important	Why wellbeing is important, and the different factors that impact wellbeing	How to integrate wellbeing into people practices	How to integrate wellbeing into people strategies
What equality, diversity and inclusion is, and why it's important	How to build equality, diversity and inclusion into your work	How to integrate equality, diversity and inclusion into people practice to create value in your area of work	How to build equality, diversity and inclusion approaches that positively impact an organisation's culture and performance
Different flexible ways of working (eg workplace-based, hybrid, remote)	How to adapt people processes and practices for workplace-based, hybrid and remote	How to develop people practices for a hybrid workforce that enhances performance and engagement	How to identify strategic opportunities and adapt people strategies for a hybrid workforce
N/A	How to advise line managers and teams on workplace-based, hybrid and remote working, ensuring fairness and communication	How to coach managers and leaders to build cohesion and trust across a hybrid workforce	How to integrate flexible ways of working within the wider organisation culture balancing the needs of all stakeholders

Culture and behaviour

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

Foundation 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	Different approaches to culture development and how to align people practices to culture	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 systemic thinking to a range of people practices	How systemic approaches contribute to organisation performance
N/A	Key theories and findings from behavioural science (eg fight-or-flight response, thinking biases)	How to apply behavioural science to shape people practices and create the conditions in which people can thrive and perform	How to apply behavioural science to improve organisational performance and create value for all stakeholders
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
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
How to work effectively as part of a team	How to develop team relationships and ways of working together to enable performance	How to select and deploy the right team model (eg project, scrum, multi-disciplinary, self-organising) for different situations	How to teamworking and team performance is shaped and enabled by organisation culture and environment
Causes of stress and poor mental and physical health	What managers can do to prevent and manage stress and develop the resilience of team members	How to enable a resilient workforce and a healthy working environment	How to create and sustain a resilient and healthy working culture
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

Business acumen

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

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
The products and/or services your organisation delivers, and who its main customers are	Your organisation's strategy, priorities and issues, and how these connect to people strategy and people priorities	How the organisation's strategy translates to your work, and how different issues in the organisation are connected	Your organisation's long-term vision and strategy, and what it means for the people strategy
The key external influences that impact your organisation	The different external trends which impact your organisation (eg social, economic and technological)	How the organisation is responding to different trends in the sector and wider environment which impacts its performance	How external influences impact organisation performance, and emerging trends in the sector and beyond
How your organisation creates value for its customers	How your organisation generates revenue, and how different departments contribute to that	Your organisation's business model and areas of competitive advantage, and where value is created and lost	Future opportunities and risks in your organisation's business model and how to enhance competitive advantage
What value is, why it's important, and 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
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	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 and calculating return on investment	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
What your organisation's priorities are on environmental sustainability	What your organisation's priorities are on environmental sustainability and how your work contributes to this	How people and work practices can enable environmental sustainability	Emerging developments in the area of environmental sustainability, and how people strategy and the people profession can contribute
What employer brand is and why it's important	How employer brand and reputation is shaped and formed	How your organisation contributes towards society and how this impacts employer brand and reputation	How people strategy shapes employer brand and reputation

Evidence-based practice

Using evidence and data to create insight, problem solve, develop ideas and measure impact.

Foundation 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
Analysis and problem-solving tools (eg SWOT, PESTLE, 5 Whys)	How to select analysis and problem-solving tools for a specific situation	How to use analysis and problem-solving techniques to translate issues into answerable questions	How to develop analysis and problem-solving capability
What data is and why it's important	How data and analytics can be used and communicated to resolve people issues	How to use data and analytics (eg people, financial, business) to provide insight, answer questions and make decisions	How to use business and people analytics and insights to influence and shape strategy
How to access research via websites (such as the CIPD website)	How to access published research relating to your area of work	How to use relevant research (published or commissioned) to inform your approach	Emerging research and findings that have the potential to add value to the organisation
The range of stakeholders that people professionals work with	Stakeholder analysis and mapping and ways to gather stakeholder feedback (eg pulse checks and surveys)	How to explore stakeholder needs and concerns using a range of methods (eg focus groups)	How to reflect and balance different stakeholders' perspectives and values when developing strategy
The different measures used in your organisation and how they apply to your work	Measures and metrics that can be used to track the achievement of outcomes and the impact of your work	How to define outcomes for people practices and measure their impact and value	How to define outcomes for people strategies and measure their short and long-term impact and value

Technology and people

Understanding the impact of technology on people at work

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
The range of technology that is used in the people profession and its impact on your work	What technology is available in your area of the people profession and how it can improve the worker experience	Technologies which make organisations more agile (eg robotic process automation, extended reality, intelligent chatbots) and how to use technology to support the delivery of people practices	Technologies which make organisations more agile (eg intelligent automation such as robot process automation, extended reality, intelligent chatbots) and how to use these to enhance the people proposition
How technology can be used to help people work more collaboratively, and the opportunities and risks associated with it	The range of technologies that enable collaboration in different situations	How to maximise collaboration through technology to improve performance	How to embed collaboration through technology into culture and strategy to improve performance
The benefits and risks of social media, and how to use it effectively in your area of work	How to use social media in your work to improve the worker experience and organisation brand	How to use social media to positively impact your organisation (eg building belonging and community, enabling employee voice, building employer brand)	How to leverage social media across the people proposition
The role of people professionals in designing technology-enabled people practices	How to contribute to the design of technology-enabled people practices	How to bring the people perspective to the design of technology-enabled people practices	How to shape and embed digital transformation from a people and culture perspective
The benefits and risks of technology for people and organisations	How to review the impact of technology on roles and people processes	How to assess the impact of current and future technology on the workforce and people practices	How technology will influence future workforce needs

Change

Understanding how to effectively enable change.

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
What a business case is and its purpose	How to 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 from a people perspective	How to develop change management approaches that align with culture and objectives	How to embed a people-centred approach to change management and governance across the organisation
What continuous improvement is and why it's important	How to apply continuous improvement tools (eg customer journey mapping and test and learn)	How to adapt and apply a range of innovation methods (eg user research, prototyping and iteration) to enable change at pace	How to build capability to design and innovate at pace to create organisational value
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 listen to, engage and mobilise a range of stakeholders to enable a change and build capability	How to create an organisation environment and culture that is change-ready and change-capable
N/A	N/A	How to assess the best ways to 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 its key elements	How to plan and deliver an activity or event including outcomes, tasks, resources, risks and costs	How to plan and deliver a project, and manage risk, resources and interdependencies to deliver outcomes	How to plan, manage and de-risk broad programmes or portfolios of change to deliver organisational benefits

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.

Foundation 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

Professional courage and influence

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

Foundation 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

Valuing people

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

Foundation 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
Advise colleagues and line managers	Coach and advise others in the business	Coach, advise and build people management capability in the organisation	Create a culture of accountability for people management in the organisation
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 wellbeing of others	Take into account the wellbeing of others in the design and delivery of your work	Promote the business and people benefits of wellbeing and the need for shared responsibility	Engage leaders and stakeholders in creating and sustaining a culture of wellbeing

Working inclusively

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

Foundation 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
Ask for help, admit mistakes, and share concerns and ideas with others	Encourage others to recognise when they need help, to admit mistakes, and share concerns and ideas	Create and maintain an environment where others feel safe to admit mistakes, share ideas and challenge ways of working	Proactively build and maintain a culture that embraces psychological safety, honesty and openness

Commercial drive

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

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
Show a keen interest in your organisation and its performance	Identify and focus your attention on people issues that 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
Identify the steps to achieve agreed goals and 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
Maintain motivation and resilience through self-care and know when to ask for help	Maintain motivation and resilience through self-care and personal responsibility	Demonstrate motivation and resilience through self-care and personal responsibility	Model motivation and resilience and create a culture of self-care and personal responsibility

Passion for learning

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

Foundation 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

Insights focused

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

Foundation 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

Situational decision-making

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

Foundation 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

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.



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Employee experience

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

Foundation 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
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

Employee relations

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

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
The culture and approach to employee relations in your organisation	How the employee relations culture impacts the way people work	How to develop and review your employee relations culture to be resolution-focused and improve business outcomes	How to drive an employment culture that improves performance and reputation, whilst mitigating risk
What people policies are in place in your organisation and how they support employee relations practices	How to apply your organisation's people policies in a wide range of situations to support effective case management and employee relations practice	How to develop and apply people policies which improve the worker experience and employer brand, and mitigate risk	How to develop an employee relations strategy which positively impacts the business and the way people work
Key employment/labour law	How to apply employment/labour law in a wide range of work situations	How to apply and interpret employment/labour law in a range of complex work situations and mitigate risk	How to manage the impact and risk to the organisation of employment/labour law and regulation
The legal system which deals with employment disputes (eg employment/labour tribunals, arbitration)	The evidence needed to support employment legal cases/labour disputes	How the employment legal system works, and how to prepare for and manage cases/labour disputes	How to lead complex legal cases/labour disputes and manage organisation risks associated with legal action
What workplace conflict is and a range of dispute resolution techniques (eg mediation, conciliation, negotiation, settlement agreements)	How to apply different dispute resolution techniques to resolve workplace conflict	How to manage high risk and complex disputes, and when to use legal routes	How to create a culture which mitigates workplace conflict
What collective employment/labour law and collective bargaining is (if applicable in your region)	Collective employment/labour law, and how to work with formal representative bodies such as Trade Unions and Works Councils (if applicable in your region)	Collective employment/labour law and how to manage collective bargaining relationships (if applicable in your region)	How to develop strategies and frameworks that support collective bargaining and collaborative relationships (if applicable in your region)
The importance of consultation and negotiation with individuals and groups	Different approaches and models of consultation and negotiation	How to drive effective working relationships through consultation and negotiation	How to establish frameworks and mechanisms to support a culture of effective consultation and negotiation
The different ways by which employees' voices can be heard	Why employee voice is important, and the role of employee groups in engaging workers (eg employee councils, staff forums)	How to use employee voice insights to positively impact the way people work	How to use employee voice insight to shape the organisation's culture
The different types of employees/workers in your organisation (eg employed, gig worker, contractor, consultant)	The impact of different employee/worker relationships on the organisation	How to balance individual and business expectations regarding employee/worker relationships	How to maximise the individual and organisation benefits of different employee/worker relationships

Equality, diversity and inclusion

Creating inclusive cultures where individuals can thrive.

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
The communities and cultures your organisation operates in	How to adapt your people policies and practices to reflect changes in the communities your organisation operates in	How to drive change in your people practices to reflect changes in the communities your organisation operates in	How to manage the complexities of different communities and cultural identities within your organisation
Your current workforce representation compared to the local, regional and global communities it serves	Different ways to enable the workforce to represent the communities it serves at a local, regional and global level	Actions that will create sustainable change in workforce representation	How to determine the demographics your organisation serves in different locations, and shape strategy so that the workforce represents the communities it serves
What data and qualitative information are effective in identifying and monitoring bias and inequality	How to identify and monitor bias and inequality through data and qualitative information (eg recruitment, progression, demographic data at each grade or level)	How to use data and qualitative information (eg recruitment data, information from systemic bias reviews) to enable change which brings about greater equality	How to use EDI data and qualitative information to provide insights into bias and inequality, and drive change
What systemic bias and inequality is (eg in processes, policies, culture, values), and the methods you can use to identify them	How to review and identify systemic bias and inequality in the organisation, using methods such as audits, pulse checks, lived experience reviews and data	How to carry out systemic bias and inequality reviews using a diagnostic approach which directly leads to actionable change	How to engage leaders and stakeholders in reviewing and identifying systemic bias and inequality at the most senior levels to drive change
The key EDI issues in your organisation	The key EDI issues in your organisation, and how to raise awareness of these	The key issues and nuances around EDI in the organisation, and how to ensure they are challenged and addressed	The complexity of EDI issues in the organisation, and how to drive an inclusive culture that addresses inequality
The role of line managers in building trust, and how to develop your own understanding of inclusive workplaces	How to educate and support line managers to create inclusive teams, and effectively manage issues relating to diversity	How to build EDI capability in leaders and managers to create inclusive workplaces	How to shape the people strategy to build EDI understanding and capability at all levels
Why it's important for everyone to be accountable for equality, diversity and inclusion	How to develop pragmatic approaches that address EDI risks and opportunities, and hold people accountable for delivering them	How to create pragmatic EDI plans that drive sustainable change, and hold people accountable for delivering them	How to develop accountability structures across the whole organisation at all levels, and hold the most senior people to account
Why trust is important in helping people to speak up and feel safe at work	The different factors that help people speak up and feel safe at work, and how to advocate for others	How to build a culture of trust which enables people to speak up and feel safe, and advocate for others	How to build a culture of trust, transparency and advocacy
Equality, diversity and inclusion legislation relevant to your organisation	Equality, diversity and inclusion legislation and how to advise others on application of legislation	How to integrate equality, diversity and inclusion legislation into people and organisation practices	How to interpret competing aspects of equality, diversity and inclusion legislation
What EDI reporting is legally required by your organisation (if applicable in your region)	How to carry out EDI reporting requirements, and analyse the data (eg gender pay gap reporting)	How to interpret data from EDI reporting to form insights and address inequality	How to shape organisation priorities and long-term planning using insights from EDI reporting

Learning and development

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

Foundation 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 and environment that supports continuing professional development	The value of learning cultures and the learning environment, 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, culture and environment
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 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
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

Organisation development and design

Designing organisation models and systems, and developing behaviour and culture, to enable organisation strategy and performance.

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
The OD&D consulting cycle	OD&D consulting processes and methods and how to apply them	A range of OD&D consulting and contracting methods and processes, and how to apply them in different contexts	Consulting and contracting approaches for complex organisation transformation
N/A	Different OD&D models and their advantages and disadvantages (eg McKinsey 7S, Galbraith Star, Burke-Litwin)	How to apply a range of OD&D models to shape OD&D approaches, plans and culture	How different organisational elements are connected, and impact on current and future organisation effectiveness
Evidence and data that can be collected and analysed to inform organisation design	A range of evidence that can be used to assess and diagnose current state, and inform design requirements and principles	How to develop and apply design principles to align organisation elements such as strategy, structure and process	How to create and embed organisation level design principles to optimise the whole organisation ecosystem
Different operating models, structures and processes, and their benefits and risks	How to design operating processes, systems and structures	How to design and shape operating models, systems and structures to meet current and emerging business needs	How to design high-level and agile operating models to drive organisation performance and enable strategy
What good work is, and different dimensions of work and job quality	How to design good work at individual and team level (ie who does what, how work is done and the role of technology)	How to design good work at organisation level, and why it's important	How to develop and embed good work principles at organisation level
The importance of theory in organisation development	Core theories that shape organisation design development practices (eg systems, action research, appreciative inquiry and complexity)	How to apply a range of theory to shape organisation development practices and interventions	How to integrate different theoretical perspectives within organisation development strategies
Evidence and data that can be collected and analysed to inform organisation development	Different diagnostic methods and techniques and how to apply at individual and team level (eg interviews, observation, focus groups, surveys and mapping)	How to apply different diagnostic methods at business or organisation level to create insight on behaviour and culture	How to create strategic insights on organisation culture and mindset, and their impact on performance
Different levels and types of development intervention (eg individual, team or organisation levels, task or process focus, structured or emergent)	How to build and deliver development interventions at team level to enable performance improvement through behaviour change (e team building facilitation, process mapping, developing new ways of working)	How to create and deliver different OD interventions drawing on both dialogic/emergent and structured methods to enable behaviour and culture change	How to develop and deliver multifaced OD strategies to shift culture to enable strategy and purpose
The importance of self-awareness, self-management and social intelligence within OD&D	The concept of self as instrument and how it is used in OD&D	Social and group dynamics and how to use self as instrument to create shared inquiry and surface underlying issues	How to use self as instrument to engage multiple stakeholders in exploring organisational behaviour and complexity, and enable strategic thinking

People analytics

Using analytics to inform organisation decision-making.

Foundation 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

Resourcing

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

Foundation 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

Reward

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

Foundation 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/pay surveys are	How to create benchmarking data, working with salary/pay 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 (remuneration for the most senior managers, board directors)	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, relocation or spot bonuses)	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 (if applicable in your region)	The responsibilities of the Remuneration Committee and the reporting requirements (if applicable in your region)	How to protect the reputation of the Remuneration Committee externally, such as, investors, advisory bodies (if applicable in your region)

Talent management

Maximising potential through talent identification, engagement and planning.

Foundation 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

Wellbeing

Creating a holistic approach that improves workplace wellbeing.

Foundation level	Associate level	Chartered Member level	Chartered Fellow level
Your organisation's approach to wellbeing, and the difference that wellbeing essentials can make to its success (eg working environment, relationships with others, psychological safety)	The impact that wellbeing essentials can have on individuals and organisations	How to demonstrate the impact of getting wellbeing essentials right or wrong (eg absence, ill health, talent attraction and retention data, employee feedback)	The organisation impact of getting the essentials right or wrong, and how this affects the workforce
What your organisation's wellbeing offer is, and the importance of preventative and reactive approaches (eg resources, therapy, early intervention)	How to identify the right wellbeing solutions	How to create an offering that covers a wide range of wellbeing needs (eg physical, mental, financial, collective), and is accessible to all	How to create a holistic wellbeing strategy which enables people to be their best at work and beyond
Organisation factors that can impact wellbeing (eg line managers, policies, processes, culture)	How elements of an organisation's system can impact wellbeing (eg job design, resources, culture, policies, management approaches)	How to change elements of an organisation's system to positively impact wellbeing (eg organisation and work design, culture)	How to design organisation models, work and culture to positively impact workforce wellbeing
The importance of equality, diversity and inclusion (EDI) in enabling good wellbeing	How inclusive workplaces can enable good wellbeing	The interdependences between EDI and wellbeing, and how to leverage EDI approaches to improve wellbeing	How to drive a wellbeing culture built on good EDI practice and inclusive approaches
The benefits of your organisation's approach to wellbeing	The individual and organisation benefits of investing in wellbeing	How to balance the value and benefits of wellbeing (tangible and intangible) with business needs	The societal impact of workforce wellbeing, and how to balance the value of wellbeing with business strategy
What data and qualitative information are effective identifying and monitoring wellbeing trends	How to identify and monitor wellbeing trends through data and qualitative information, and evaluate outcomes of wellbeing solutions	How to use and interpret data and information to enable change which supports better wellbeing	How to use wellbeing data and information to inform and continuously drive business strategy
The importance of compassion and empathy in taking person-centred approaches to wellbeing	How to implement empathetic, person-centred and flexible approaches within people practices	How to design person-centred, flexible and equitable approaches across a range of people practices	How to create a culture of empathy and respect around workforce wellbeing
The role of different teams in supporting wellbeing (eg occupational health, line managers, HRBPs)	When to involve different subject matter experts (eg occupational health, line managers, OD, health and safety) to address wellbeing concerns	How to collaborate with internal and external subject matter experts (eg occupational health, line managers, OD, health and safety) to drive positive wellbeing outcomes	How to align wellbeing and business strategy to secure ongoing commitment to and investment in wellbeing
The role of your team in supporting and educating others on wellbeing	How to educate and support managers to deal with wellbeing issues in a supportive and flexible way (eg recommending resources, peer support)	How to build capability and confidence in leaders and managers to deal with wellbeing issues in an empathetic and flexible way	How to shape the people strategy to build wellbeing understanding and capability at all levels