



Role design: *a guide to using the Profession Map*

The Profession Map sets the international benchmark for the people profession and helps leaders understand the knowledge and behaviours people professionals need to make an impact in the changing world of work.

This step-by-step guide has been created to support people professionals to use the Profession Map to inform role design. For further information on role or job design, view the CIPD's [job design factsheet](#).



Step 1

Step 1: : Explore the level of impact the role has/will make

Within the [Profession Map](#), the standards sit at four levels, each describing a different level of impact people professionals have in the work they do.



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.



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.



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.



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.

[The Find your level](#) section provides a summary and a more detailed description of the levels. Read the level descriptions and decide which level best aligns to the role.

When you've decided on the level the role operates at, you may wish to use some of the language which describes the level inside the job description (for example, in the role summary or purpose statement).

Step 2

Decide whether the role requires specialist knowledge

As well as the core behaviour and knowledge standards that apply to all people roles, there are nine people specialisms which define the expert knowledge you need in each of these areas.

If you're designing a role that requires specialist expertise, you should also consider the relevant specialist standards. Although a role may encompass more than one specialism, but we'd suggest using two specialisms as a limit.

Step 3

Identify the standards relevant to the role

Read the core knowledge, core behaviour and any specialist standards at the level identified in step 1. Identify any core knowledge and behaviour standards which will be particularly relevant to the role, and use them to develop the person specification.

For example, if the role's aligned to the Associate level, this is how you might take some standards and develop them into content for the person specification:

How data and analytics can be used and communicated to resolve people issues (from the core knowledge area: Evidence-based practice) **becomes...** Knowledge of how to use a range of evidence to resolve people issues

Demonstrate a proactive approach to developing your professional knowledge, skills and experience (from the behaviour: Passion for learning) **becomes...** Evidence of a proactive approach to developing professional knowledge, skills and experience

The CIPD encourages all people professionals to develop themselves across all core knowledge and behaviour standards – even if they're not outlined in a job description or person specification – to ensure they're future-fit and the best they can be.