



PEOPLE  
PROFESSION

MAP



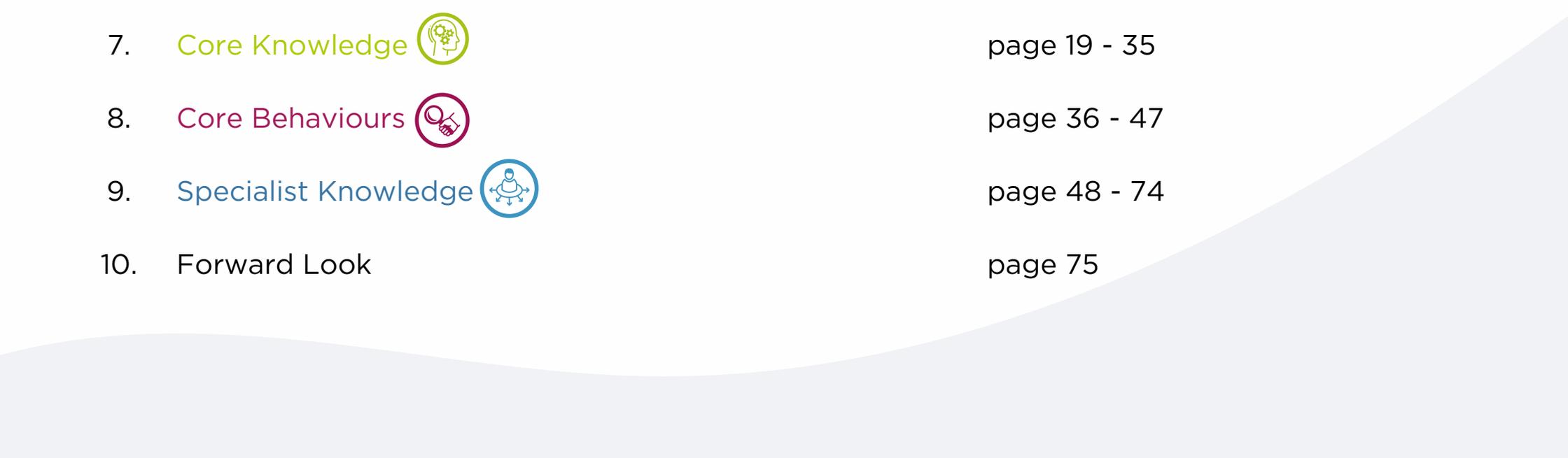
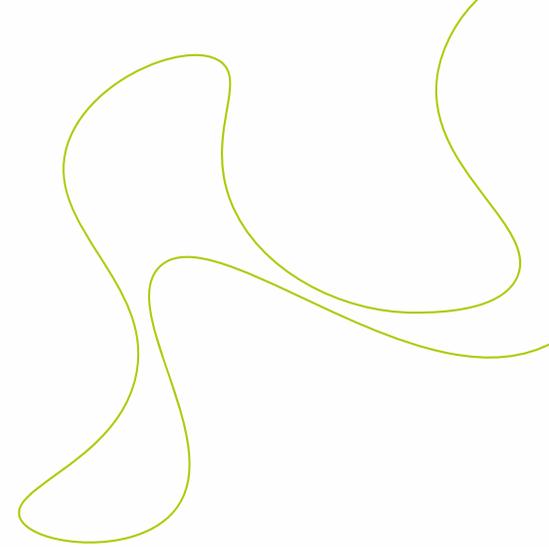
CIPD

DEVELOPING THE NHS WALES PEOPLE PROFESSION



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# 1. FOREWORD



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We are delighted to introduce the NHS Wales People Profession Map – a vital step forward in shaping a confident, capable, and future-ready people profession across our health and care system. This framework, developed in alignment with the CIPD Map and tailored for NHS Wales, provides a clear and consistent foundation for how we define, develop, and celebrate the contribution of our people professionals. It sets out the knowledge, behaviours, and values we expect at every level, from those just starting their careers to our most senior leaders.

In a time of significant transformation and change, the People Profession Map empowers our workforce and OD teams to grow with purpose. It supports career development, strengthens professional identity, and ensures we are equipped to deliver compassionate, inclusive, and high-impact people services across NHS Wales. By embedding this framework into our everyday practice – from recruitment and development to performance and succession planning – we are investing in a profession that is central to the wellbeing of our staff and the success of our services.

We are proud to champion this work and look forward to seeing the positive impact it will have across our organisations and the wider system.



## 2. ACKNOWLEDGMENTS

We would like to thank the people profession and our stakeholders who brought their knowledge, skills and experience to the development of the NHS Wales People Profession Map. Their voices were essential in articulating the key people profession competencies and ensuring the Map fits the specific needs and purpose in NHS Wales.

Also, thank you to CIPD, NHS England and HPMA UK for working in partnership with us to develop the NHS Wales People Profession Map.





# 3. INTRODUCTION

## **Welcome to the NHS Wales People Profession Map – a tool to support your professional development within the NHS Wales People Profession community.**

The NHS Wales People Profession Map has been designed to help individuals and teams within the People Profession to achieve our vision of delivering a modern, future-fit and inclusive workforce for NHS Wales.

This NHS Wales Profession Map is an adaptation of the CIPD Profession Map and is informed by the extensive engagement work of NHS England who worked with the People Profession to make the CIPD Profession Map fit for the NHS context. NHS Wales has further developed the map for the NHS Wales People Profession community, engaging with over 100 individual people professionals from a variety of professional backgrounds and organisations. The work involved listening to the views of the NHS People Profession to identify relevant standards, and adapt some standards to make them appropriate for the NHS Wales context. The work resulted in the addition of new standards for aspects which were bespoke to our sector and amended the terminology used to make it more reflective of the NHS. The Map has four new areas: Medical and Dental People Practices, Digital Solutions, Patient Experience and Employee Health & Wellbeing, in addition to nine standards with more of an Equality, Diversity and Inclusion focus. As a result, we now have a NHS Wales People Profession Map which is routed in CIPD.

The Map defines the Core Knowledge, Core Behaviours and Specialist Knowledge we need across our NHS Wales people community to deliver our NHS Wales people strategy. It provides clarity and direction for every individual working in a people role in the NHS Wales. This means it will enable you to create a meaningful development plan for your current role, as well as helping you to develop your future career within the NHS Wales.



PEOPLE  
PROFESSION

## 4. WHY WE NEED A MAP

**The world of work is changing at a pace never imagined, with growing evidence of the links between staff wellbeing, care quality, retention and digital technologies.**

If the NHS Wales is to meet current and emerging challenges ahead, the People Profession has a key role to play in shaping its future. An ageing workforce, a population with evolving needs, and the current economic climate requires steering organisations towards the vision set out within the national programme Developing the NHS Wales People Profession, to “create a modern, future-fit and inclusive People Profession to serve NHS Wales”. The NHS Wales People Profession needs to ensure it continues to:



Improve capabilities at scale and continue to provide both value and impact, ensuring Once-for-Wales People Practices.



Support NHS Wales staff in operating effectively and efficiently in their roles and get the best possible experience at work.



Like our clinical colleagues' we need to focus on our people professionals to ensure they are supported to develop and maintain their ability to practice effectively.



Support the delivery of services which positively impact patient / service user care and the best health outcomes for all - in a changing environment.



Stand together with our colleagues to predict, plan and respond to critical workforce and NHS Wales challenges.



## 5. HOW TO USE THE PEOPLE PROFESSION MAP

The NHS Wales People Profession Map is for everyone wanting to join the people profession and those already working in the many roles which make up the NHS Wales People Profession. The Map will support everyone to:

- Understand the core knowledge required in different roles within the NHS Wales and the key behaviours that should be demonstrated at the four different impact levels. For colleagues working in a specialist role – for example OD, Medical or ED&I – the Map provides understanding of the knowledge required in those areas of expertise
- Make better decisions, act with confidence and credibility, perform at their peak and drive cultural change and service transformation in NHS Wales organisations
- Have discussions with their line manager about their strengths and stretch areas to support colleagues to focus on areas of development which can make the most difference and create the greatest impact
- Drive career conversations to develop a roadmap for career advancement. Supporting the creation of a professional development plan (PDP) and identification of tailored training and development activities
- Demonstrate key areas of impact and value creation through working practices as part of dynamic conversations, appraisals or professional development reviews. It will also help to identify clear development objectives
- Demonstrate that we are a world class profession, maximising our collective contributions to influence NHS Wales in being the vibrant, resourceful organisation it is today, and how it will develop in the future



# 5. HOW TO USE THE PEOPLE PROFESSION MAP

## The Map will support senior leaders by:

- Providing clarity and transparency regarding the skills, knowledge and expertise required in every role within your people function
- Informing and driving learning and development programmes whilst supporting people to remain in the NHS Wales
- Improving recruitment, assessment and selection processes. For example, helping to create a set of behavioural interview questions which will lead to better selection decisions
- Improving dynamic conversations and career conversations, ensuring that all colleagues are supported in making key career decisions and identifying or being signposted to development opportunities
- Helping to develop and embed inclusive, sustainable approaches to appraisals, performance reviews, recruitment and talent management programmes for people professionals, at all levels, by providing a clear, consistent and accessible set of standards
- Supporting workforce and succession planning by identifying what skills, knowledge and expertise are needed in the future to support emerging challenges within the NHS Wales landscape
- Structuring teams to align with what is needed for successful performance to anchor organisational strategy and values. In change and transformation processes, the Map can be used to take a fresh, critical look at people functions, teams and the service(s) they provide
- Supporting the shared commitment to enhance capabilities across the profession, to increase our level of intentional collaboration, beyond traditional teams or organisational boundaries and to use our collective resources to make significant progress on key issues and those we can predict for the future
- Providing confidence and clarity that we are a world class profession with the capabilities to create value and have the most impact in NHS Wales. Continuing to contribute to organisational effectiveness and support NHS Wales in meeting key workforce challenges whilst providing optimum levels of care and service
- Keeping the profession future-fit. As new roles, specialisms, priorities and opportunities emerge, the Profession Map will adapt to incorporate them
- Supporting investment in the people profession to ensure everyone can be their very best and reach their full potential



PEOPLE  
PROFESSION

# 5. HOW TO USE THE MAP

The navigation buttons are designed to help you transition smoothly through the Map.

Click on one of the icons at the top of the page, which take you to the following sections:



**Homepage**



**Core  
Knowledge**



**Core  
Behaviours**



**Specialist  
Knowledge**



## 6. OVERVIEW OF THE

PEOPLE  
PROFESSION

MAP





# 6. STANDARDS AND LEVELS MAP

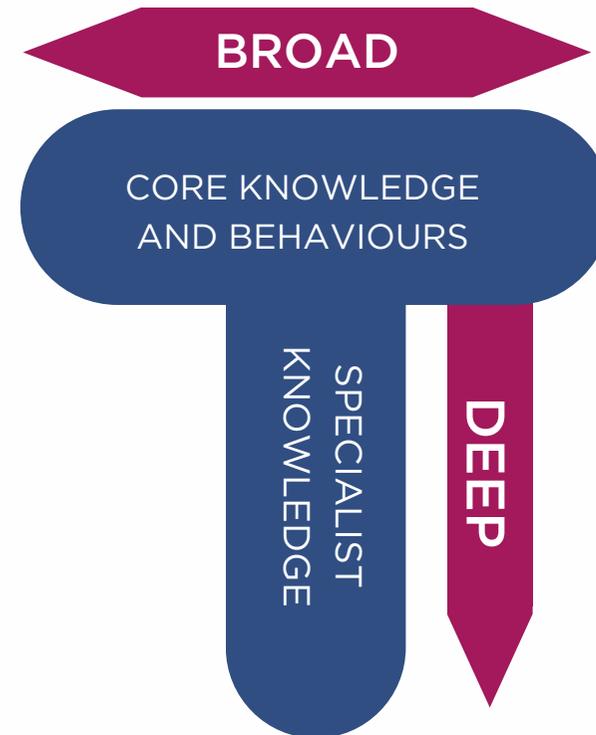
PEOPLE  
PROFESSION  
MAP

## The T-Shaped Professional

The NHS Wales People Profession Map outlines the Core Knowledge, Core Behaviours and Specialist Knowledge needed to be a member of the NHS Wales People Profession community, and to achieve our vision for the future of People Professions in NHS Wales. The knowledge and behaviours are defined at four different impact levels: 1 (Equivalent to Foundation Level CIPD) to 4 (Equivalent to Chartered Fellow CIPD).

The Core Knowledge and Behaviours and the Specialist Knowledge are based on the concept of the T-Shaped Professional. All People Professionals need broad knowledge and behaviours, which we call 'Core'.

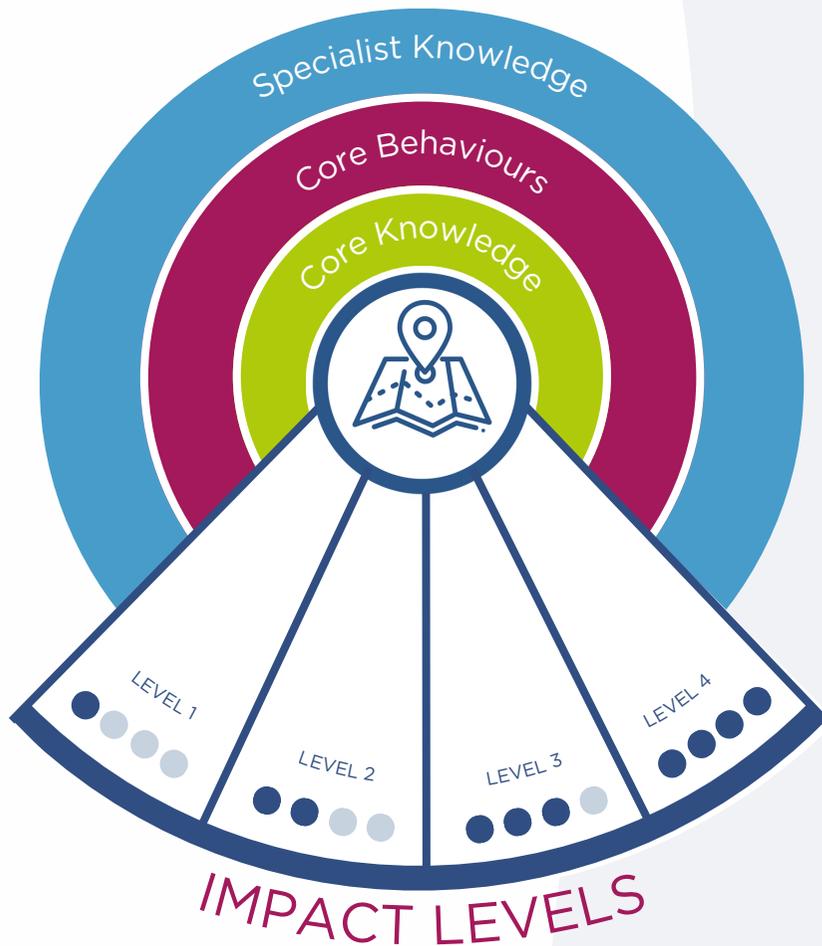
Some of us will also need one or more aspects of Specialist Knowledge, depending on our roles and career aspirations.





## 6.1 OVERVIEW OF THE IMPACT LEVELS

The NHS Wales People Profession Map is based upon a maturity model, where the level represents the type of work that you do and the impact that you have. As you work through the levels, your work becomes less tactical and more strategic, the complexity of thinking increases, the scope and influence increases, and the longevity of the impact of your work increases. There is a level to suit everyone within the NHS Wales People Profession.



**LEVEL 1**

**FOUNDATION MEMBER**

Tactical, day-to-day work, delivering immediate and short-term outcomes.



**LEVEL 2**

**ASSOCIATE MEMBER**

Operational work, influencing colleagues and customers to deliver short-term value.



**LEVEL 3**

**CHARTERED MEMBER**

Thinking at a strategic level, delivering work that has complexity, and working with and influencing a range of stakeholders to create medium-term value for the organisation.



**LEVEL 4**

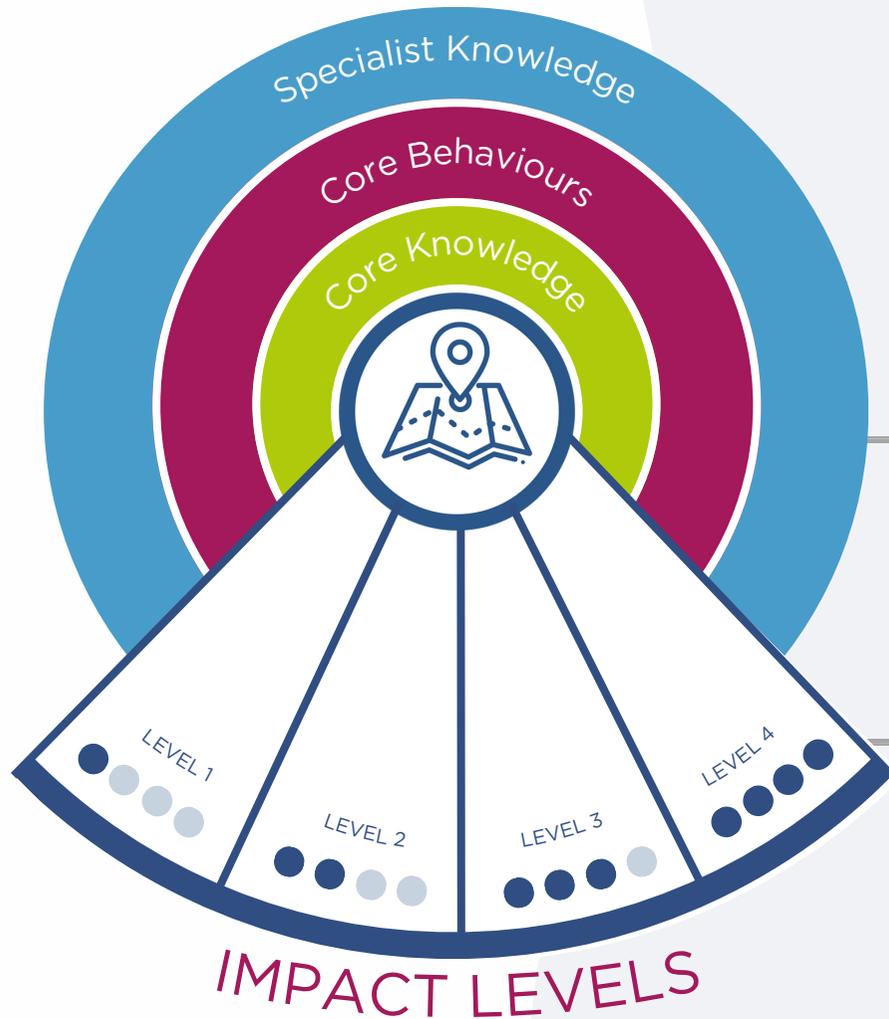
**CHARTERED FELLOW**

Thinking and working at a strategic level, influencing stakeholders across the profession to create long-term organisation value.



## 6.2 OVERVIEW OF THE STANDARDS

The NHS Wales People Profession Map outlines the Core Knowledge, Core Behaviours and Specialist Knowledge areas. These areas specify the detailed knowledge, behaviours and values needed in the NHS Wales People Profession. The standards are written at four different impact levels.



### CORE KNOWLEDGE

- PEOPLE PRACTICE
- CULTURE AND BEHAVIOUR
- BUSINESS ACUMEN
- EVIDENCE-BASED PRACTICE
- TECHNOLOGY AND PEOPLE
- CHANGE AND TRANSFORMATION
- CORE ED & I



### CORE BEHAVIOURS

- ETHICAL PRACTICE
- PROFESSIONAL COURAGE AND INFLUENCE
- VALUING PEOPLE
- WORKING INCLUSIVELY
- PASSION FOR LEARNING
- INSIGHTS FOCUSED
- SITUATIONAL DECISION-MAKING
- COMMERCIAL DRIVE
- PATIENT EXPERIENCE



### SPECIALIST KNOWLEDGE

- EMPLOYEE ENGAGEMENT AND EXPERIENCE
- EMPLOYEE RELATIONS AND POLICY
- LEARNING AND DEVELOPMENT
- ORGANISATIONAL DEVELOPMENT AND DESIGN
- PEOPLE ANALYTICS
- RESOURCING
- SPECIALISE EDI
- TALENT MANAGEMENT
- MEDICAL AND DENTAL PEOPLE PRACTICES
- DIGITAL SOLUTIONS
- EMPLOYEE HEALTH AND WELLBEING



## 6.3 CORE KNOWLEDGE FOR EVERYONE

Core Knowledge is the knowledge we all need in the NHS Wales People Profession Community to have an impact on our roles.

AREA	DESCRIPTION
PEOPLE PRACTICE	Understanding a range of people practices needed to be an effective people professional
CULTURE AND BEHAVIOUR	Understanding people's behaviour and creating the right organisational culture
BUSINESS ACUMEN	Understanding your organisation, the commercial context and the wider world of work
EVIDENCE-BASED PRACTICE	Using evidence and data to create the right insight, problem solve, develop ideas and measure impact
TECHNOLOGY AND PEOPLE	Understanding the impact of technology on people at work
CHANGE AND TRANSFORMATION	Understanding how to effectively enable change
CORE ED&I	Understanding inclusive cultures where individuals can thrive





## 6.4 CORE BEHAVIOURS FOR EVERYONE

Core Behaviours are the behaviours we all need in the NHS Wales People Profession to be effective People Professionals.

AREA	DESCRIPTION
ETHICAL PRACTICE	Building trust by role-modelling ethical behaviour, and applying principles and values consistently in decision-making
PROFESSIONAL COURAGE & INFLUENCE	Showing courage to speak up and skilfully influencing others to gain buy-in
VALUING PEOPLE	Creating a shared purpose and enabling people development, voice and wellbeing
WORKING INCLUSIVELY	Working and collaborating across boundaries, effectively and inclusively, to achieve positive outcomes
PASSION FOR LEARNING	Demonstrating curiosity and making the most of opportunities to learn, improve and innovate



CORE  
BEHAVIOURS



## 6.4 CORE BEHAVIOURS FOR EVERYONE

Core Behaviours are the behaviours we all need in the NHS Wales People Profession to be effective People Professionals.

AREA	DESCRIPTION
INSIGHTS-FOCUSED	Asking questions and evaluating evidence and ideas, to create insight and understand the whole
SITUATIONAL DECISION-MAKING	Making effective and pragmatic decisions or choices based on the specific situation or context
COMMERCIAL DRIVE	Using a commercial mindset with a healthcare lens, demonstrating drive and personal responsibility to create value
PATIENT EXPERIENCE	Putting the patient at the centre of your approach and decision-making



CORE  
BEHAVIOURS



## 6.5 SPECIALIST KNOWLEDGE FOR THOSE WHO NEED IT

Specialist Knowledge is the deep knowledge that is needed across the NHS Wales People Profession community. Most people use one or more of the Specialist Knowledge, depending on their role and future career aspirations

AREA	DESCRIPTION
EMPLOYEE ENGAGEMENT AND EXPERIENCE	Creating a holistic approach around engagement and wellbeing which delivers the people promise and enables workers to have a voice and be their best.
EMPLOYEE RELATION AND POLICY	Ensuring the relationship between an organisation and its people is managed through transparent practices and relevant law.
LEARNING AND DEVELOPMENT (INCLUDING EDUCATION)	Ensuring workers have the knowledge, skills and experience to fulfil individual and organisational needs and ambitions.
ORGANISATIONAL DEVELOPMENT AND DESIGN	Designing organisation models and systems, and developing behaviour and culture, to enable strategy and purpose.
PEOPLE ANALYTICS	Using analytics to create people insights which guide decision making, curiosity and making the most of opportunities to learn, improve and innovate.





## 6.5 SPECIALIST KNOWLEDGE FOR THOSE WHO NEED IT

Specialist Knowledge is the deep knowledge that is needed across the NHS Wales People Profession community. Most people use one or more of the Specialist Knowledge, depending on their role and future career aspirations

AREA	DESCRIPTION
RESOURCING	Identifying, attracting and recruiting to get the right people for the organisation.
SPECIALIST EDI	Creating inclusive cultures where individuals can thrive.
TALENT MANAGEMENT	Maximising potential through talent identification, engagement and planning. Foundation
MEDICAL AND DENTAL PEOPLE PRACTICES	Understanding how to optimise national standards in medical and dental staffing to create local people practices.
DIGITAL SOLUTIONS	Developing and implementing digital people solutions to create value.
EMPLOYEE HEALTH AND WELLBEING	Creating a holistic approach to wellbeing that improves workforce wellbeing and patient outcomes.





# 7. CORE KNOWLEDGE

7.1 PEOPLE PRACTICE

7.2 CULTURE AND BEHAVIOUR

7.3 BUSINESS ACUMEN

7.4 EVIDENCE-BASED PRACTICE

7.5 TECHNOLOGY AND PEOPLE

7.6 CHANGE AND TRANSFORMATION

7.7 CORE EDI





## PEOPLE PRACTICE



Understanding a range of people practices needed to be an effective people professional

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Understanding people practices	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
Law and regulation	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
Workforce planning	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
Skills and capabilities	How your organisation assesses people's skills and capability	How to conduct skills or capability audits and gap analysis in your area of work	How to assess current and future capability needs	How to build future organisation and sector capability
Performance approaches	Performance improvement and management approaches in your organisation	Different approaches to performance improvement and management, and their pros and cons	The impact of different performance improvement approaches, and how performance management data can be used to drive improvements	The impact of different performance improvement approaches on organisation culture and performance



## PEOPLE PRACTICE



Understanding a range of people practices needed to be an effective people professional

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Wellbeing	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
Flexible ways of working	Different flexible ways of working (e.g. workplace-based, hybrid, remote)	How to adapt people processes and practices for workplace-based, hybrid and remote working	How to develop people practices for a hybrid workforce that enhance performance and engagement	How to identify strategic opportunities and adapt people strategies for a hybrid workforce
Enabling flexible ways of working	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
Reward and recognition	The approaches to recognition and reward in your organisation and the links with performance	How people and organisation performance can impact the approach to recognition and reward	How approaches to recognition and reward design can impact business performance	How approaches to recognition and reward design can impact business performance



## CULTURE AND BEHAVIOUR



Understanding people's behaviour and creating the right organisational culture

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Organisation Culture	What culture is and why it's important	What a positive culture looks and feels like, and its impact	Different approaches to culture development and how to align people practices to the desired culture	The impact that wider cultures have on building and shaping culture development within and across organisation boundaries
Systems Thinking	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 and interventions	How systemic approaches contribute to organisation performance
Behavioural Science	How behavioural science is used in your organisation	Key theories and findings from behavioural science (e.g. 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
Learning Approaches	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



## CULTURE AND BEHAVIOUR



Understanding people's behaviour and creating the right organisational culture

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Facilitation, coaching, consulting and mentoring	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
Effective teams	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 (e.g. project, scrum, multi-disciplinary, self-organising) for different situations	How teamworking and team performance is shaped and enabled by organisation culture and environment
Enabling resilience	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
Ethics	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
Employee Engagement	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 organisational effectiveness through engagement



## BUSINESS ACUMEN



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Organisation strategy and issues	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 this means for people strategy
External landscape	The key external influences that impact your organisation	The different external trends which impact your organisation (e.g. social, economic and technological) and the marketplace in which it operates	How your organisation is responding to different trends in the sector, market and wider environment which impact its performance	How external influences impact organisation performance, and emerging trends in the sector and beyond
Business/ operating model	How your organisation creates value for its customers	How your organisation generates revenue, and how different departments contribute to that	Your organisation's business/operating model and areas of competitive advantage, and where value is created and lost	Future opportunities and risks in your organisation's business/operating model and environment, and how to enhance competitive advantage
Value creation	What value is, why it's important, and how your work benefits other people in the organisation	How people practices benefit different stakeholders (e.g. 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



## BUSINESS ACUMEN



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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Organisation performance	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 action	Internal factors that shape short and long-term business performance
Financial literacy	How to interpret basic financial information and how finance is managed in the NHS Wales	How to interpret financial reporting, track costs and forecast spend in your work, with an understanding of how the NHS Wales is funded	How to review and forecast spend, calculate return on investment and align people and finance plans	How to represent the value of people in different ways and the implications of funding models and mechanisms on people strategy
Strategic planning	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 and create proposals)	Different forms of strategy development, how to create an organisation-wide people strategy and shape the business strategy
Governance	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



## BUSINESS ACUMEN



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Procurement and Supplier management	The suppliers and partner organisations that support your area of work and your organisation's procurement policy and processes	How to manage relationships with suppliers and partner organisations, and how to choose them within your organisation's procurement policy and processes	How to select and manage suppliers and partner organisations, how to ensure value for money and understanding different supply models	How to determine the right supply and partner models that fit the people approach and ensure best value
Environmental sustainability	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
Brand	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 the right insight, problem solve, develop ideas & measure impact

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Evidence-based practice	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	Analysis and problem solving tools (e.g. 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
Data and analytics	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 (e.g. 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
Research and benchmarking	How to access online research and benchmarking information	How to access published research and benchmarking information and tools relating to your area of work	How to use relevant research (published or commissioned) and benchmarking to inform your approach	Emerging research and findings that have the potential to add value to the organisation



## EVIDENCE-BASED PRACTICE



Using evidence and data to create the right insight, problem solve, develop ideas & measure impact

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Stakeholder insight	The range of stakeholders that people professionals work with	Stakeholder analysis and mapping and ways to gather stakeholder feedback (e.g. pulse checks and surveys)	How to explore stakeholder needs and concerns using a range of methods (e.g. focus groups)	How to reflect and balance different stakeholders' perspectives and values when developing strategy
Measuring impact	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 interventions to measure their impact and value	How to define outcomes for people and/ or organisation strategies and measure their short and long-term impact and value



## TECHNOLOGY AND PEOPLE



Understanding the impact of technology on people at work

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
People technologies	The range of technology and people systems that are used in your organisation and the 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 (e.g. 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 (e.g. intelligent automation such as robotic process automation, extended reality, intelligent chatbots) and how to use these to enhance the people proposition
Technology-enabled practices	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
Collaborative technologies	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



## TECHNOLOGY AND PEOPLE



Understanding the impact of technology on people at work

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Social media	The benefits and risks of social media, and how it can be used effectively in your area of work	How social media can be used in your work to improve the worker experience and organisation brand	How social media can positively impact your organisation (e.g. building belonging and community, enabling employee voice, building employer brand)	How social media can be leveraged to create value for the people proposition and promote the organisation's people vision
Impact of technology	The benefits and risks of technology for people and the NHS Wales	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, people practices and quality improvement	How technology will influence future workforce needs
Artificial Intelligence	Different types of AI embedded technologies and how to apply them responsibly to improve the quality of your work	The opportunities and risks linked to applying different types of AI embedded technologies, and how to apply them responsibly in your area of work	How to use AI-embedded technologies to enhance people practices and support responsible decision-making across the employee lifecycle	How to create AI strategy and governance processes which promote responsible decision-making across the employee lifecycle



## CHANGE AND TRANSFORMATION



Understanding how to effectively enable change

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Types of change	Different types of change and transformation	Different types of organisation change and how to support them (e.g., transitional, adaptive, transformational)	Different types of organisation change and how to apply them (e.g. transitional, adaptive, transformational)	How to build organisational competence in different types of change and transformation
Continuous improvement and innovation	What continuous and quality improvement is and why it's important	How to apply continuous and quality improvement tools (e.g. customer journey or process mapping and test and learn or plan, do, study, act)	How to adapt and apply a range of improvement and innovation methods (e.g. user research, prototyping and iteration) to enable change at pace	How to build capability to design and innovate at pace to create organisational value
Need for change	How to collate data to inform whether there is a need for change	How to use data to inform whether there is a need for change	How to assess whether change and/ or transformation is an appropriate solution	How to ensure an appropriate level and pace for change and transformation across the organisation and identify inter-dependencies
Business cases	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 (e.g. external insight, benchmarking) to develop a costed business case	How to evidence the value of change for a range of stakeholder groups



## CHANGE AND TRANSFORMATION



Understanding how to effectively enable change

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Managing change	The importance of planning and managing change and transformation	Different change management approaches and their advantages and disadvantages from a people and safety perspective	How to develop change management approaches that align with culture and objectives	How to embed a people-centred approach to change management, transformation and governance across the organisation
Change experience and engagement	That people are an important part of any change, and that change can impact people in different ways	Key models and theories for how people experience changes and how to support individuals and teams through change and transition	How to engage and involve a range of stakeholders to enable change and build capability	How to create an organisation environment and culture that is change-ready and change-capable
Change levers	Different types of change tools in your organisation	When to use a range of change tools	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
Project and risk management	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
Work design	What good work is, and different dimensions of work and job quality	How to design good work at individual role and team level (i.e. who does what, how work is done and the role of technology)	How to design good work at organisation level, taking into account how work and roles are changing	How to develop and embed good work principles at organisation level and explore the implications of the future of work



## CORE ED&I



Understanding inclusive cultures where individuals can thrive

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Inclusive Approaches	How to build inclusion and diversity into your work	How to proactively identify and build inclusion and diversity into your work	How to integrate inclusion and diversity into people practice to create value in your area of work	How to build inclusion and diversity approaches that positively impact an organisation's culture and performance
Diverse Employee Voices	The importance of listening to a diverse range of voices	Approaches in listening to a diverse range of people	The relationship between culture and voice, and how to apply tools and methods that listen to a diverse range of people	Innovative approaches in listening to diverse voices to create a culture of belonging
Understanding Communities and Society	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 richness of different communities and cultural identities within your organisation
Workforce Representation	Your current workforce representation compared to the local, regional and global communities it serves	Different ways (e.g. equity programmes) 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 (e.g. equity programmes)	How to determine the demographics your organisation serves in different locations, and shape strategy so that the workforce represents the communities it serves



## CORE ED&I



Understanding inclusive cultures where individuals can thrive

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Meaningful ED&I information	What data and qualitative information are effective in identifying and monitoring bias and inequality	How to identify and monitor bias and inequality through research, data and qualitative information (e.g. recruitment, progression, demographic data at each grade or level)	How to use research, data and qualitative information (e.g. recruitment data, information from systemic bias reviews) to enable change which brings about greater equality	How to use ED&I research data and qualitative information to provide insights into bias and inequality, and drive change
ED&I themes	The key ED&I themes in your organisation	The key ED&I themes in your organisation, and how to raise awareness of these	The key themes and nuances around ED&I in the organisation, and how to ensure they are addressed	The complexity of ED&I themes in the organisation, and how to drive an inclusive culture that addresses inequality
Trust and transparency	Why trust is important in helping people feel safe at work	The different factors that help people feel safe at work, and how to advocate for others	How to build a culture of trust which enables people to feel safe, and advocate for others	How to build a culture of trust, transparency and advocacy
Bias and discrimination	Different forms of bias and discrimination (e.g. unconscious bias, micro aggressions, systemic bias)	How to identify and manage individual cases of bias and discrimination	How to identify and mitigate systemic bias in people practices	How to work with leaders to create strategies to identify and mitigate systemic bias



## CORE ED&I



Understanding inclusive cultures where individuals can thrive

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Intersectionality	How multifaceted identity can impact an employee's experience inside and outside of work	How to support employees and managers to understand the value of unique identities	The obstacles and barriers created from multifaceted identity	How to create an inclusive workplace that recognises the value of multifaceted identity
Health & socio-economic disadvantage	How health and socio-economic disadvantage impacts your workforce	How health and socio-economic disadvantage impacts your workforce	How to create people practices that mitigate the health and social inequalities within the workforce	How to create people strategies that mitigate the health and social inequalities Core Knowledge within the workforce



# 8. CORE BEHAVIOURS

- 8.1 ETHICAL PRACTICE
- 8.2 PROFESSIONAL COURAGE AND INFLUENCE
- 8.3 VALUING PEOPLE
- 8.4 WORKING INCLUSIVELY
- 8.5 PASSION FOR LEARNING
- 8.6 INSIGHTS-FOCUSED
- 8.7 SITUATIONAL DECISION-MAKING
- 8.8 COMMERCIAL DRIVE
- 8.9 PATIENT EXPERIENCE





## ETHICAL PRACTICE



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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Ethical decisions	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
Impact of decisions	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
Ethics and law	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	Foresee the negative impact of adverse cultures, take a visible lead in solving ethical dilemmas and escalate beyond the organisation as required
Transparency	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
Integrity	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 enable 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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Courage	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
Communication	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
Stakeholder relationships	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
Influencing approach	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 commitment	Use a wide range of influencing styles and strategies to secure commitment across and outside your organisation
Accountability	Recognise and accept mistakes, and learn from them	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 restorative just and learning, ensuring ownership and accountability



## VALUING PEOPLE

Creating a shared purpose and enabling people development, voice and wellbeing

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Purposeful work	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
Humanity and compassion	Empathise with others and treat them with compassion	Treat people fairly, considerately and with compassion in your work	Demonstrate compassion, humanity and fairness in your approach	Model compassion, humanity and fairness as a leader, and create and embed a culture of compassion in the organisation
Developing others	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



## VALUING PEOPLE



Creating a shared purpose and enabling people development, voice and wellbeing

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Supporting managers	Advise colleagues and line managers	Coach and advise others in the business	Coach, advise and build people management capability in the organisation	Create and embed a culture of accountability for people management in the organisation
Enabling voice	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
Promoting wellbeing	Consider the wellbeing of others	Take into account the wellbeing of others in the design and delivery of your work, promoting wellbeing approaches to line managers	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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Inclusivity	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 and celebrates difference
Valuing diversity	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
Building relationships	Build positive and diverse working relationships with immediate colleagues	Build purposeful, diverse working relationships with and collaborate with wider colleagues	Build collaborative and diverse relationships across organisation boundaries, cultures and other disciplines	Build strategic and diverse relationships and partnerships across professions, geographies and organisations
Collaborative working	Build connections across teams	Build connections across teams, disciplines and functions	Facilitate connections and joint working across teams, disciplines and functions	Broker collaborations across and outside organisations to progress shared agendas
Sharing knowledge	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
Conflict resolution	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



## WORKING INCLUSIVELY



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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Psychological safety	Encourage others to ask for help, admit mistakes, share concerns and ideas	Recognise when others need help, admit mistakes, share concerns and ideas	Create an environment where others feel safe to admit mistakes, share ideas and challenge ways of working	Build a culture that embraces honesty and openness
Personal bias	Be aware of your own biases	Be aware of your own biases and how they influence your approach	Encourage others to be aware of their own biases, blockages and privileges in the work they do	Create an organisational environment where continual self-awareness of personal bias is encouraged
International colleagues	Provide a supportive approach for international colleagues	Support international colleagues to adapt to living and working in new environments	Create an environment where international colleagues feel valued and supported	Drive organisation ownership for ensuring international colleagues feel valued and supported
ED&I impact	Understand how your actions impact ED&I in your organisation	Consider your impact on ED&I when making decisions	Demonstrate an ED&I mindset in your approach and decision-making	Drive an ED&I lens to organisational decision-making



## PASSION FOR LEARNING



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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
The wider people profession	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
New approaches	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
CPD	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 your 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
Learning from feedback	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
Self awareness	Demonstrate awareness of your own strengths and development areas, and the limits of your expertise	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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Understanding issues	Ask questions to understand problems or issues	Ask questions to explore issues and understand underlying causes	Apply a rigorous 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
Gaining evidence	Accurately retrieve and collate data to inform decisions	Identify sources of evidence (e.g. internal data, professional opinion and external practice) and how best to acquire them	Acquire and source multiple sources of evidence (e.g. 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 and organisation strategy
Evaluating evidence	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/or organisation strategy
Innovation	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
Identifying connections	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	Embed 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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Evidence-based decisions	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
Decision-making	Identify the different options or solutions available and the benefits and risks of each	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
Adaptability	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 and uncertainties in the business environment	Anticipate changes in the organisation environment, and manage complexity and ambiguity to evolve people strategy
Evaluating decisions	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



## COMMERCIAL DRIVE



Using a commercial mindset with a healthcare lens, demonstrating drive and personal responsibility to create value

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Commercial focus	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 enabling value through the alignment of people strategy with commercial strategies
Customer Focus	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
Financial Insight	Demonstrate that you are mindful of financial implications 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
Delivery focus	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
Personal Resilience	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, create and embed a culture of self-care and personal responsibility



## PATIENT EXPERIENCE



Putting the patient at the centre of your approach and decision-making

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Patient feedback and needs	Understand patient feedback and data (e.g. friends and family test) and how it can be used to improve people processes and practices	Review patient feedback to understand patients', carers' and families' needs and experiences, and how these can be improved through people practices and initiatives	Collaborate with stakeholders to design and deliver people approaches that will improve patient experience and outcomes	Collaborate with partners across the organisation and healthcare system to innovate and embed a patient-centred culture
Patient experience and care	Understand how your role impacts on patient care and experience	Carefully consider the impact of your work on patient experience and care	Embed patient experience and care standards into the design and delivery of people practices	Integrate patient experience and care standards into people strategy at organisation level and across the healthcare system
Challenge	Ask questions and be curious about patient experience	Raise concerns about people practices and policies which are not consistent with patient experience	Confidently challenge actions and behaviours which are not aligned with patient experience and needs	Challenge practice and thinking that overlooks future patient and wider community and population needs
Dignity and respect	Show dignity and respect to patients and their carers and families in your work	Show dignity and respect to patients and their carers and families in your work	Role-model dignity and respect for patients and their carers and families in your approach	Model dignity and respect for patients and their carers and families, creating a patient and community-centred mindset



# 9. SPECIALIST KNOWLEDGE

- 9.1 EMPLOYEE ENGAGEMENT AND EXPERIENCE
- 9.2 EMPLOYEE RELATIONS AND POLICY
- 9.3 LEARNING, DEVELOPMENT AND EDUCATION
- 9.4 ORGANISATIONAL DEVELOPMENT AND DESIGN
- 9.5 PEOPLE ANALYTICS
- 9.6 RESOURCING
- 9.7 SPECIALIST ED&I
- 9.8 TALENT MANAGEMENT
- 9.9 MEDICAL AND DENTAL PEOPLE PRACTICES
- 9.10 DIGITAL SOLUTIONS
- 9.11 EMPLOYEE HEALTH AND WELLBEING





## EMPLOYEE ENGAGEMENT AND EXPERIENCE



Creating an engaging and trusting working environment where employees have a voice and can be their best

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Engagement approaches	Your organisation's approach to employee engagement	Different tools and approaches to drive employee engagement, and how engagement is measured in your organisation	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
Employee voice tools	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
Worker experience	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
Onboarding	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
Wellbeing approaches	The different approaches to and activities around wellbeing in your organisation	The factors which impact wellbeing at work and how to create wellbeing interventions for workers	The benefits of proactive and reactive wellbeing approaches for workers and the organisation	How different approaches to wellbeing create strategic value for workers, the organisation and society



## EMPLOYEE ENGAGEMENT AND EXPERIENCE



Creating an engaging and trusting working environment where employees have a voice and can be their best

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Trust	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
Improving employer brand	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 policy	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
Communication	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 RELATION & POLICY

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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Employee relations culture	The culture and approach to employee relations in your organisation, and the value of a restorative just culture	How the employee relations culture impacts the way people work, and the value a restorative just culture brings to the organisation	How to develop and review your employee relations culture with a restorative just culture lens, enabling a resolution-focused and improved organisation outcomes	How to drive a restorative just employment culture that improves performance and reputation, whilst mitigating risk
People policies	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
Employment law	Key employment law	How to apply employment law in a wide range of work situations	How to apply and interpret employment law in a range of complex work situations and mitigate risk	How to manage the impact and risk to the organisation of employment law and regulation
Legal systems	The legal system which deals with employment disputes (e.g. employment tribunals, arbitration)	The evidence needed to support employment legal cases disputes	How the employment legal system works, and how to prepare for and manage cases disputes	How to lead complex legal cases disputes and manage organisation risks associated with legal action



## EMPLOYEE RELATION & POLICY

Managing the relationship between an organisation and its people through transparent practices and relevant law.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Resolution approaches	What workplace conflict is and a range of resolution techniques (e.g. mediation, conciliation, negotiation, settlement agreements)	How to apply different resolution techniques to resolve workplace conflict	How to manage high risk and complex conflict and when to use legal routes	How to create a culture which promotes resolution, mitigates workplace conflict and restores trust and confidence after disputes have taken place
Collective employment law	A basic understanding and awareness of <u>collective employment law</u> and collective bargaining	Good understanding and awareness of collective employment law, and how to work with formal representative bodies such as Trades Unions and Works Councils	Specialist knowledge and awareness of collective employment law and how to manage collective bargaining relationships	Knowledge and awareness which enable the development of strategies and frameworks to support collective bargaining and collaborative relationships
Consultation, negotiation and partnership	Who the representative groups are in your organisation and the importance of partnership, consultation and negotiation with individuals and group	Different approaches and models of consultation, negotiation and partnership	How to drive effective working relationships through partnership, consultation and negotiation	How to establish frameworks and mechanisms to support a culture of effective partnership, consultation and negotiation
Voice	The different ways by which employees' voices can be heard	Why employee voice is important, and the role of employee groups in engaging workers (e.g. 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



## EMPLOYEE RELATION & POLICY

Managing the relationship between an organisation and its people through transparent practices and relevant law.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Employee and worker relationships	The different types of employees/workers in your organisation (e.g. 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
Job evaluation	The NHS Wales's approach to job evaluation, what roles are evaluated nationally and locally	How to quality check job descriptions and carry out local job evaluation, matching and consistency checking	The impact of the NHS Wales job evaluation approach on your organisation's attraction, engagement and retention strategies	How the NHS Wales job evaluation approach impacts people and business strategy
Executive and specialist remuneration	N/A	N/A	How to design individual executive and specialist remuneration packages and create new reward approaches	How to create bespoke executive and specialist packages and how to design approaches to reward



## LEARNING, DEVELOPMENT AND EDUCATION



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Supporting CPD	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
Capability analysis	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 theories	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
Face-to-face learning	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
Digital learning	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



## LEARNING, DEVELOPMENT AND EDUCATION



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

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
Learning facilitation	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
Learner experience	The importance of user experience in learning, and making learning accessible for everyone	How to create a great user experience in learning, ensuring learning is inclusive and accessible to everyone	How to apply user experience approaches to the design of learning programmes, and ensure equity in learning opportunities	How to create a learner-focused culture which puts user experience at its heart
Social collaborative learning	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
Coaching and mentoring	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
Learner engagement	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



## LEARNING, DEVELOPMENT AND EDUCATION



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Content curation	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
Employability and participation programmes	Different employment and community engagement programmes in your organisation (e.g. internships, traineeships, apprenticeships, T-levels, ambassador programmes)	How to work with partner organisations to deliver employability and community engagement programmes	How to create employability and community engagement programmes which meet talent pipeline needs	Develop sustainable community partnerships and shape education opportunities to meet long term employment needs



## ORGANISATIONAL DEVELOPMENT AND DESIGN



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Consulting cycle	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
OD&D models	Key OD&D models and how they can be used	Different OD&D models and their advantages and disadvantages (e.g. 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
Design diagnostics and principles	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
Operating models, structures and processes	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 and workforce models, systems and structures to meet current and emerging business needs	How to design high-level and agile operating and workforce models to drive organisation performance and enable strategy



## ORGANISATIONAL DEVELOPMENT AND DESIGN



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Organisation development theory and behavioural science	The importance of theory and behavioural science in organisation development	Core theories and behavioural science that shape organisation development practices (e.g. systems, action research, change, appreciative inquiry, complexity, social discourse and human systems dynamics)	How to apply a range of theory and behavioural science to shape organisation development practices and interventions	How to integrate different theoretical and scientific perspectives within organisation development strategies
Organisation development diagnostics	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 (e.g. 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 identify strategic insights and emerging opportunities on organisation culture and mindset to enhance organisation performance
Development interventions	Different levels and types of development intervention (e.g. individual, team, system, 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.g. 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 multifaceted OD strategies to shift culture to enable strategy and purpose in complex systems



## ORGANISATIONAL DEVELOPMENT AND DESIGN



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Self as instrument	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	How to use self as instrument to create a safe environment, manage boundaries and surface underlying issues and wisdom	How to use self as instrument to engage multiple stakeholders in exploring organisational behaviour and complexity, and enable new strategic thinking
Group processes and facilitation	How groups work and the nature of groups	A range of group processes, (e.g. communication, decision-making, leadership and group cohesion and development) and tools and methods to diagnose and resolve issues	Group dynamics and how to facilitate group processes and collective inquiry for a range of stakeholders and settings, addressing issues in real time	How to build organisation capability in group processes and in addressing group issues at all levels of the organisation



## PEOPLE ANALYTICS



Using analytics to create people insights which guide decision making, curiosity and making the most of opportunities to learn, improve and innovate.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
People databases	What people databases are used in your organisation	The structure and connections between people databases and other databases in your organisation	How to select and use databases to create value-add people insights	How to leverage the data landscape to inform strategic workforce planning and decision-making
Information analytics	What information analytics is, the difference between descriptive and predictive analytics, and how people and organisational data is generated and extracted	How to apply information analytics to understand people problems	How to apply information analytics to shape people solutions	How to deploy predictive analytics to improve organisation people decision-making
People data modelling	How to create basic data models (e.g. analysis of change over time)	People data modelling techniques and approaches for different scenarios	How to enable broader data modelling through collaborate with other functions (e.g. Finance)	How to align modelling methodologies to people and business intelligence data
Data analysis	How to conduct data analysis (e.g. means, medians, percentiles, correlations, standard deviations)	How to do simple multivariate analysis (e.g. regression analysis, factor analysis) and interpret the results	How to do advanced multivariate analysis (e.g. structured equation modelling) and interpret the results	The value of multivariate analysis in addressing organisation problems



## PEOPLE ANALYTICS

Using analytics to create people insights which guide decision making, curiosity and making the most of opportunities to learn, improve and innovate.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Research	How to carry out basic quantitative research	How to use a range of qualitative and quantitative research techniques to investigate people issues	How to use and present a range of qualitative and quantitative research techniques to inform workforce priorities and solutions	How to research organisational people and workforce priorities and communicate findings to shape strategic thinking
Visualisation techniques	How to use data tables and how to turn data into simple charts and graphs	Various data visualisation techniques and how to use these to present actionable recommendations	How to use data visualisation techniques to tell the story with data and inform people decision-making	Innovations in data visualisation and story-telling and how to develop wider organisation capability



## RESOURCING



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Workforce planning	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
Candidate attraction	Different methods and techniques to attract candidates	Different sourcing approaches for passive candidates	Different approaches to candidate pipelines, and how to assess the value of different attraction and sourcing channels	How to integrate attraction and sourcing approaches into the overall resourcing strategy
Assessment	The principles of inclusive, fair and objective assessment	How to conduct inclusive, fair and objective assessments	How to design and select inclusive and unbiased assessment approaches for all levels in the organisation	Current and future assessment approaches and how they align with inclusive organisation culture and wider people assessments
Recruitment approaches	Different recruitment approaches and how candidates react differently to adverts and other selection methods	Different recruitment approaches and 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
Using social media	The dos and don'ts of online interactions and conversations (using policy where relevant)	How to work with social media resources and channels to lead campaigns (using policy where relevant)	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



## RESOURCING



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

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
International recruitment	How to find out about your organisation's approach to international recruitment	The different countries to where you can source candidates and the legal and pastoral process required to hire	How to design an ethical international recruitment offering which enables cultural integration	How to create ethical international recruitment strategies that positively impact the sector
Worker types	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
Sector and market	Where to source talent for the NHS Wales, and which other organisations use the same sources	How to benchmark your organisation against others in the sector (e.g. culture, reward, benefits and learning offering)	How to collaborate across organisations to support sector wide resourcing needs	How to collaborate internationally to meet global sector resourcing needs
Temporary Staffing and Bank	The roles that can be hired through temporary staffing (i.e. Bank Workers) and what hiring processes need to be followed	When to use temporary staffing (i.e. Bank Workers) so that the benefits are realised for the employee and the organisation	How to create a temporary staffing (i.e. Bank Workers) offering which meets legal requirements and short term resourcing needs	How to balance temporary (i.e. Bank Workers) and permanent staffing as part of the wider resourcing strategy



## SPECIALIST ED&I



Creating inclusive cultures where individuals can thrive.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Systemic bias and inequality	What systemic bias and inequality is (e.g. 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
Building capability	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 ED&I capability in leaders and managers to create inclusive workplace	How to shape the people strategy to build ED&I understanding and capability at all levels
Accountability	Why it is important for everyone to be accountable for inclusion and diversity	How to develop pragmatic approaches that address ED&I risks and opportunities, and hold people accountable for delivering them	How to create pragmatic ED&I 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
ED&I and Welsh Language Legislation	ED&I and Welsh Language legislation relevant to your organisation	ED&I and Welsh Language legislation, and how to advise others on application of legislation	How to integrate ED&I and Welsh Language legislation into people and organisation practices	How to interpret competing aspects of ED&I and Welsh Language legislation



## SPECIALIST ED&I



Creating inclusive cultures where individuals can thrive.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
ED&I reporting	What ED&I reporting is legally required by your organisation (if applicable in your region)	How to carry out ED&I reporting requirements, and analyse the data (e.g. gender pay gap reporting)	How to interpret data from ED&I reporting to form insights and address inequality	How to shape organisation priorities and long-term planning using insights from ED&I reporting
Patient inclusion	How workforce inclusion is aligned to patient inclusion	How workforce inclusion is aligned to patient inclusion	How to promote the alignment of workforce and patient inclusion	How to work with stakeholders to develop a holistic approach to workforce and patient inclusion
External partnerships	Who the external ED&I partners are in your region	How to work with external ED&I partners	How to co-create ED&I people practices with external partnerships	How to proactively build a network of ED&I partnerships for the benefit of the region



## TALENT MANAGEMENT



Maximising potential through talent identification, engagement and planning.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Talent approaches	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
Talent identification	Your organisation's approach to identifying and reviewing talent	Tools to differentiate, assess and review talent (e.g. 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
Talent pools	Your organisation's approach to creating and managing talent pools and populations, and how diverse they are	How to manage the talent pools and populations in your organisation and consider how inclusive they are	How to create and manage talent pools and populations to meet future resourcing needs and ensure they are inclusive	How to assess the organisational value of diverse talent pools and populations
Partner organisations	The benefits of having talent pools with partner organisations	Your organisation's approach to working with partner organisations to create and develop talent pools	How to work with partner organisations to create cross-boundary talent pools to meet urgent and long term need	How to develop and mobilise cross boundary talent pools to meet local and national requirements



## TALENT MANAGEMENT



Maximising potential through talent identification, engagement and planning.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Development programmes	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 planning	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
Global talent	How to find out about local, regional and global approaches to talent	Local, regional and global approaches to talent	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	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	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



## MEDICAL AND DENTAL PEOPLE PRACTICES



Understanding how to optimise national standards in medical and dental staffing to create local people practices.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Medical and dental contracts	The different national and local medical and dental contracts, triage queries and process contractual changes	The different national and local medical and dental contracts, and implementing them to ensure compliance	Historical, current and emerging national and local contractual terms and applying them to meet organisational need	Work with consultation forums to optimise current and emerging medical and dental contractual terms and their application nationally and locally
Medical and dental policies	The range of people policies that are in place for the medical and dental profession	Keep up to date and provide current advice on medical and dental policies	Harmonise evolving medical and dental policies with the wider policy frameworks	Current and emerging national policies and refining these locally for the benefit of the organisation and medical and dental profession
Medical and dental resourcing	The different recruitment processes and pre-employment checks for different levels of medical and dental staff	Run recruitment campaigns and pre-employment checks to fill medical and dental vacancies	Use workforce planning data to inform medical and dental resourcing approaches	Create innovative resourcing approaches to meet national and local substantive medical and dental workforce needs
Medical and dental career pathways	The different career pathways, education routes, rotations and certifications for medical and dental staff	Support different medical and dental career pathways and qualifications through development, rotations and certification activities	Deliver a range of different career pathways through qualifications, development, rotations and certification of medical and dental staff	Work with internal and external partners to shape and enhance career pathways to build the future medical and dental workforce



## MEDICAL AND DENTAL PEOPLE PRACTICES



Understanding how to optimise national standards in medical and dental staffing to create local people practices.

	LEVEL 1 	LEVEL 2 	LEVEL 3 	LEVEL 4 
International competence	Your organisation's approach to assessing international competence	Conduct competence assessments by country and specialism to meet UK standards	Apply international competency assessment frameworks to ensure UK regulatory standards are maintained through international appointments	Work with partner organisations to influence UK and international standards of competence
Medical and dental professional competence	The medical and dental performance and revalidation processes and data sets	Monitor compliance of performance and revalidation processes for medical and dental staff	Deliver medical and dental performance and revalidation processes for internal and external reporting	Work with internal and external partners to optimise the regulation and performance of the medical and dental workforce
Medical and dental job planning, rotas and rostering	Job planning, rota, rostering processes and systems in your organisation	Design, manage and recommend improvements to rosters and rotas	Manage escalations and efficiencies in job planning, rotas and rostering processes	Apply productivity metrics to maximise the deployment and performance of the workforce
Medical and dental pay and reward	The medical and dental pay, allowances and awards frameworks	Advise and administer pay in line with the reward framework for medical and dental staffing	Customise medical and dental pay and reward processes and manage complex cases	Create a customised pay and reward strategy from the national medical and dental reward framework
External bodies	The different organisations that exist in the medical and dental profession	Which external organisations need to be engaged in which medical and dental people practices	Work with external organisations to ensure compliance of medical and dental people practices	Work with different external organisations to drive effectiveness and innovation in medical and dental people practices



## DIGITAL SOLUTIONS



Developing and implementing digital people solutions to create value

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Systems and interfaces	Key people systems and digital solutions, and how to use them to produce data and reporting, and ensure data quality	A range of people systems and digital solutions in your setting and their key interfaces	How people systems and digital people solutions can be integrated to create value and deliver benefits to stakeholders	How organisational systems and digital people solutions can be integrated to create value and deliver benefits to stakeholders
Defining and identifying digital opportunities	How to document the logic, rules and decision points to enable the development of digital solutions	How to define and map the logic, rules and decision points for people processes to enable the development of digital solutions	How to develop digital solutions across a range of people practices to add value and enable continuous improvement	How to develop a digital transformation plan to enable growth and create use cases for emerging technologies
Design principles	NHS Wales design frameworks and principles, and how they can be used to develop digital solutions	How to apply design principles to the end-to-end development of digital people solutions	How to create and adopt user-centred design principles to inform the development of digital people solutions and services	How to build capability and promote user-centred design across the organisation
Digital procurement and supplier management	How to support the monitoring and measuring of supplier and system performance	How to advise on the development of specifications and the procurement of digital people solutions, and liaise with suppliers to improve performance	How to partner with stakeholders to develop specifications, procure digital people solutions and manage supplier performance	How to determine the right supply and partner models and draw on relevant national frameworks for different digital people solutions and systems



## DIGITAL SOLUTIONS



Developing and implementing digital people solutions to create value

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Digital testing	Support the testing of digital solutions and upgrades to ensure accuracy and reliability	Test digital solutions to improve user experience and outcomes and to understand and manage any limitations	Partner with stakeholders to develop and implement test plans and integrate digital people solutions into working practices and workflows	Collaborate with stakeholders to create an appropriate assurance framework and mechanisms for the development and testing of digital people solutions
Digital literacy and capability	How to provide user support to improve digital literacy	How to produce tools and guides on digital people solutions to improve digital literacy	How to build digital capability by deploying digital people solutions to maximise benefits realisation and minimise risks	How to build digital literacy and capability across the workforce, to enable digital leadership, mindset and wider transformation
Digital maintenance and implementation	Accurately retrieve, collate and analyse data and reporting relating to digital people solutions	Monitor the performance of digital people solutions, and trouble-shoot and resolve issues and errors in terms of service delivery	Plan and manage the implementation of digital people solutions in partnership with stakeholders	Oversee the implementation of a portfolio of digital people solutions to create long-term organisational value
Digital governance	Digital and information governance, assurance frameworks and policies in your organisation including GDPR, data quality and cybersecurity	How to comply with digital and information governance, assurance frameworks and policies	How to put effective governance and assurance in place for digital people solutions	How to shape digital and information governance and assurance to ensure the responsible use of technology from a people perspective



## EMPLOYEE HEALTH AND WELLBEING



Creating a holistic approach to wellbeing that improves workforce wellbeing and patient outcomes.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Health and wellbeing basics	The basics that make a difference to an individual's health and wellbeing (e.g. sleep, diet, exercise, getting breaks at work)	How to help managers support their staff in the basics of individual health and wellbeing (e.g. suitable rest areas, preventing violence and aggression at work)	How to demonstrate the impact of health and wellbeing basics (e.g. absence and retention data)	The organisation impact of not getting the basics right, and how this affects individuals and the workforce as a whole
Organisation design	Organisation factors that can impact wellbeing (e.g. line managers, policies, processes, culture)	How elements of an organisation's system can impact health and wellbeing (e.g. job design, culture, policies, management approaches)	How to change elements of an organisation's system to positively impact wellbeing (e.g. organisation and work design, culture), and how the wider system (e.g. partnerships, national system) impacts wellbeing	How to influence the wider system (e.g. partnerships, the national NHS Wales system), and design organisation models, work and culture to positively impact workforce health and wellbeing
Wellbeing outcomes	How your organisation's approach to health and wellbeing benefits employees and the business	The individual and organisation benefits of investing in wellbeing	How to balance health and wellbeing outcomes with business needs	The societal impact of workforce wellbeing, and how to balance health and wellbeing outcomes with business strategy
Wellbeing data	What data and qualitative information are effective in identifying and monitoring wellbeing issues	How to identify and monitor health and wellbeing issues through data and qualitative information, and evaluate outcomes of wellbeing solutions	How to use data and qualitative information to enable and evaluate change which supports better health and wellbeing	How to use data and qualitative information to inform and continuously improve wellbeing strategy, and evaluate organisation outcomes



## EMPLOYEE HEALTH AND WELLBEING



Creating a holistic approach to wellbeing that improves workforce wellbeing and patient outcomes.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Psychodynamic approaches/ wellbeing awareness approaches	That there are different approaches to understanding wellbeing behaviour (e.g. trauma informed, psychodynamics)	That there are different approaches to understanding wellbeing behaviour (e.g. trauma informed, psychodynamics)	Different approaches to diagnose wellbeing behaviour (e.g. trauma informed, psychodynamics) and how to use in a range of situations	How to use behavioural science and organisation dynamics to pre-empt and diagnose wellbeing issues at an organisation level
Person-centred approaches	The importance of compassion and empathy in taking person-centred approaches to health and wellbeing	How to implement empathetic and person-centred, flexible approaches within people practice	How to design empathetic and person-centred, flexible approaches across a range of people practices	How to create a culture of empathy and respect around workforce health and wellbeing
Working with experts	The role of different teams in supporting health and wellbeing (e.g. HRBPs, occupational health, OD, line managers)	When to involve different subject matter experts (e.g. occupational health, line managers, OD) to address health and wellbeing issues	How to engage with subject matter experts (e.g. occupational health, line managers, OD) to support workforce health and wellbeing	How to influence the organisation's attitude to wellbeing and commission appropriate health and wellbeing services



## EMPLOYEE HEALTH AND WELLBEING



Creating a holistic approach to wellbeing that improves workforce wellbeing and patient outcomes.

	LEVEL 1 ● ● ● ●	LEVEL 2 ● ● ● ●	LEVEL 3 ● ● ● ●	LEVEL 4 ● ● ● ●
Health and wellbeing offering	What your organisation's health and wellbeing offer is, and the difference between preventative and reactive solutions	How to identify the right health and wellbeing solutions for individuals and teams	How to create an integrated health and wellbeing offering that covers a wide range of wellbeing needs (e.g. physical, mental, financial, team)	How to create and lead a holistic health and wellbeing strategy which enables people to be their best at work
Supporting others	The role of your team in supporting and educating others on health and wellbeing	How to educate and support line managers to deal with health and wellbeing issues in a supportive and flexible way	How to build capability and confidence in leaders and managers to deal with health and wellbeing issues in a supportive and flexible way	How to gain organisation-wide commitment and investment in employee health and wellbeing



# 10. FORWARD LOOK

The national Developing the People Profession programme is committed to achieving our vision of creating a modern, future-fit and inclusive people profession to serve NHS Wales. We will continue to engage with the profession at all levels across NHS Wales, horizon scanning to understand the future needs of the profession and collectively designing and developing a national offer (including digital solutions) which support the people profession to reach their full potential.

In order to do this, we will strengthen our collaborative working across the United Kingdom, build on our success as a tripartite with the Developing the People Profession Programme and partners in HPMa, and continue to work closely with stakeholders across NHS Wales.





PEOPLE  
PROFESSION

MAP



CIPD



DEVELOPING THE NHS WALES PEOPLE PROFESSION