NHS WALES PEOPLE PROFESSION

CAREER PATHWAYS

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DEVELOPING THE NHS WALES PEOPLE PROFESSION

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INTRODUCTION

Welcome to HEIW's guide to career pathways within the NHS Wales People Profession. The People Profession encompasses a wide range of roles essential for delivering high-quality care and support to staff, patients and communities across NHS Wales.

This resource is designed to highlight some of the diverse career opportunities available, providing insights into career pathways, entry requirements, and opportunities for growth within each profession. Whether you're considering a career change, exploring new avenues within healthcare, or just beginning your journey, this guide will serve as your roadmap to a fulfilling and impactful career within the NHS Wales People Profession.

USING THE NHS WALES PEOPLE PROFESSION CAREER PATHWAYS

A small sample of pathways have been developed in collaboration with the People Profession in NHS Wales. Every effort has been made to develop pathways which are a true, accurate and inclusive representation of the NHS Wales People Profession. However, due to the complex, diverse and ever-changing nature of the NHS Wales People Profession, it is not possible to illustrate individual variations on Job titles and Career Journeys.

Each chapter focuses on a specific area of the profession, and includes three sub-sections:

- **About:** Providing a general overview of the profession and some advice on entry points and key attributes needed to succeed in this area.
- **Career Map:** A visual flow diagram mapping a full career journey from left (entry points) to right. These provide examples which illustrate a typical career pathway for a particular job family or occupation within the people profession. ·
- **Qualifications and Professional Registration:** Providing guidance and signposting, where possible, to qualifications, training and professional bodies to support career development in a particular pathway.

This document should be used to support your understanding of a sample of career pathways across the NHS Wales People Profession. The content is not definitive and should be used for guidance and illustration purposes only.

ORGANISATIONAL DEVELOPMENT
(INC. LEARNING AND DEVELOPMENT)

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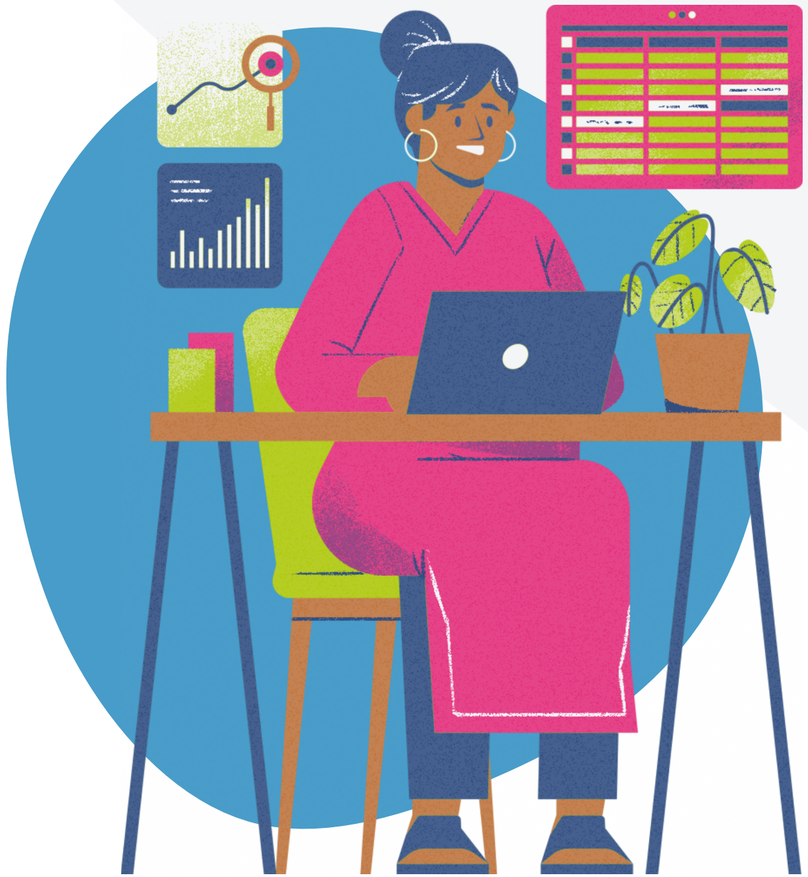
ORGANISATIONAL DEVELOPMENT
(INC. LEARNING AND DEVELOPMENT)



About OD and L&D

In NHS Wales, Organisational Development (OD) and Learning and Development (L&D) play crucial roles in ensuring that the workforce is equipped to meet the healthcare needs of the population efficiently and effectively. Organisation Development (OD) in NHS Wales focuses on improving the organisation's overall effectiveness and capacity to manage change, involving activities such as Strategic Planning, Change Management, Culture and Engagement, Leadership Development, Performance Management. On the other hand, Learning and Development (L&D) L&D in NHS Wales is aimed at enhancing the skills, knowledge, and competencies of its workforce through Training Programs, Continuous Professional Development (CPD), E-Learning, Talent Development and Mandatory Training.

Both OD and L&D are integral to maintaining a high-performing, adaptable, and skilled workforce in NHS Wales, ultimately leading to improved patient care and health outcomes.

Key Skills and Attributes

To be an effective Organisational Development (OD) or Learning and Development (L&D) professional in NHS Wales, you will need some of the following skills and attributes:

- Strong interpersonal and communication skills
- Empathy and Emotional Intelligence
- Collaboration and Teamwork
- Adaptability and Flexibility
- Problem-Solving Skills
- Strategic Thinking
- Leadership and Influence

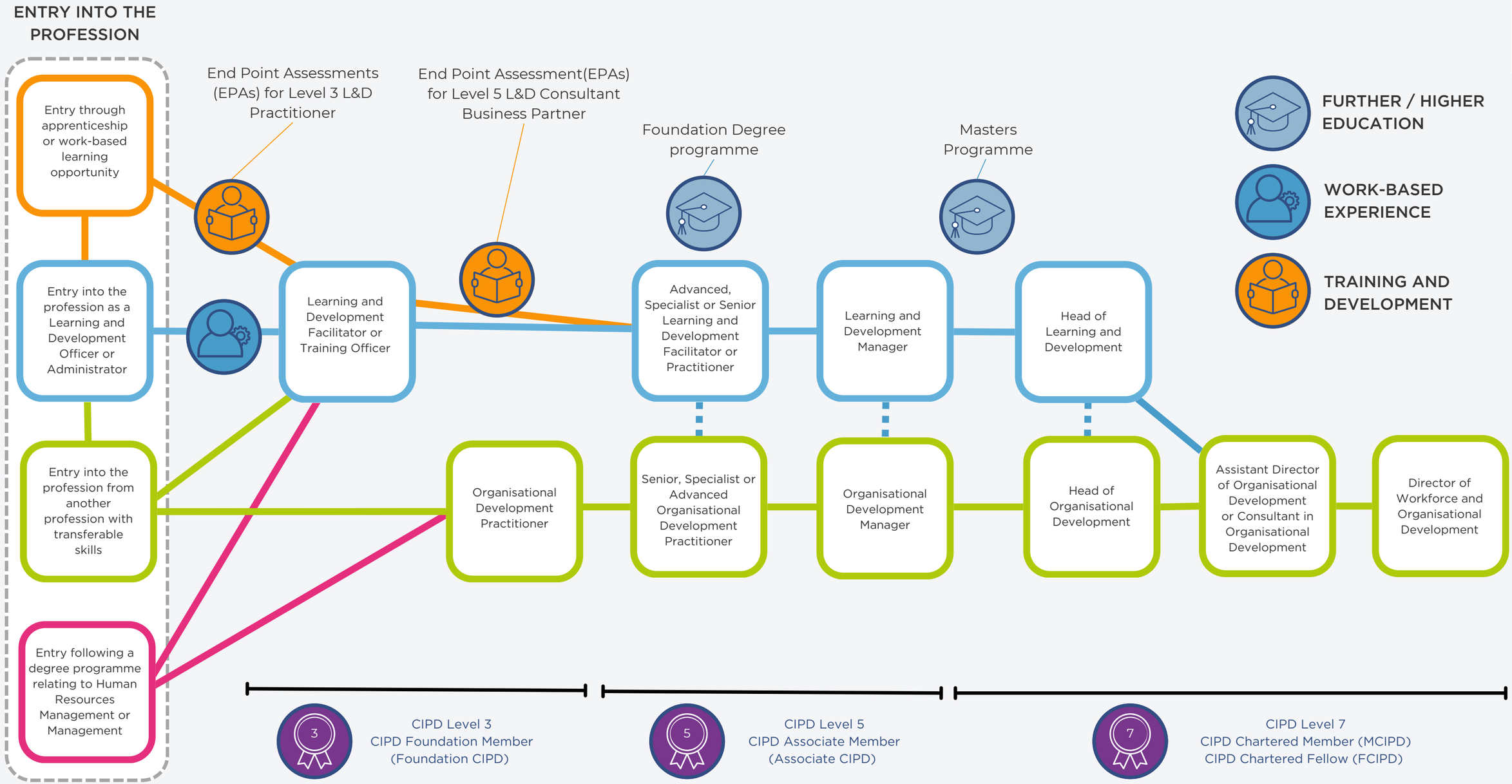
Inspiring and motivating others, driving engagement and commitment to development programs. These skills are critical for fostering a positive organisational culture, implementing effective training programs, and ensuring continuous improvement in healthcare delivery.

Entry into NHS Wales OD and L&D

You can pursue a career in Organisational Development (OD) and Learning and Development (L&D) in NHS Wales through a variety of routes:

- Gaining on the job experience in a relevant field such as HR, or business administration
- Obtaining a degree in HR, Psychology, Business Administration, or a related field. Consider advanced studies or a Master's degree.
- Gaining a professional qualification from the Chartered Institute of Personnel and Development (CIPD) or similar bodies.
- Gaining practical experience through internships, placements, or entry-level positions in HR or training.
- Enhancing your communication, leadership, problem-solving, and strategic thinking skills.
- Joining professional bodies like CIPD and HPMA Cymru to attend industry conferences and workshop
- Engaging in ongoing professional development to stay updated on industry trends and best practices. By following these steps, you can build a strong foundation and advance your career in OD and L&D within NHS Wales.

ORGANISATIONAL DEVELOPMENT
(INC. LEARNING AND DEVELOPMENT)



ORGANISATIONAL DEVELOPMENT
(INC. LEARNING AND DEVELOPMENT)

	TRAINING AND DEVELOPMENT	FURTHER / HIGHER EDUCATION	PROFESSIONAL MEMBERSHIP AND ACCREDITATION
Foundation	TAP Training Delivery Skills for New Trainers CIPD Bitesise Learning Courses	Foundation Certificate in People Practice	CIPD Level 3 CIPD Foundation Member (Foundation CIPD)
Intermediate / Associate	TAP Training Delivery Skills for Experienced Trainers TAP Facilitation Skills TAP Learning Needs Analysis TAP Learning Evaluation TAP eLearning Design / Design TAP Creating Workflow Learning	Diploma in People Practice Diploma in Organisational Learning and Development Undergraduate Degree in Human Resources Undergraduate Degree in Learning and Development Search for CIPD Accredited Courses	CIPD Level 5 CIPD Associate Member (Associate CIPD)
Advanced / Expert		Postgraduate Degree in Human Resources Postgraduate Degree in Learning and Development Diploma in Strategic People Management Diploma in Strategic Learning and Development Search for CIPD Accredited Courses	CIPD Level 7 CIPD Chartered Member (MCIPD) CIPD Chartered Fellow (FCIPD)

WORKFORCE PLANNING

WORKFORCE PLANNING

About Workforce Planning

Strategic Workforce planning in NHS Wales is based on a systematic approach to ensure that the healthcare system has the right number of staff with the right skills, in the right place, at the right time. This process is crucial for maintaining a sustainable, efficient, and effective healthcare service. Key components of workforce planning in NHS Wales include:

- Workforce Research
- Workforce Trend Analysis
- Workforce Supply Analysis
- Workforce Demand Analysis
- Horizon Scanning
- Population Need
- Collaborative Working

By focusing on these areas, workforce planning in NHS Wales aims to ensure that the healthcare system creates and sustains roles which keep people well, engaged, empowered and productive. Enabling us to meet current and future population needs effectively, maintaining high standards of care and operational efficiency.

Key Skills and Attributes

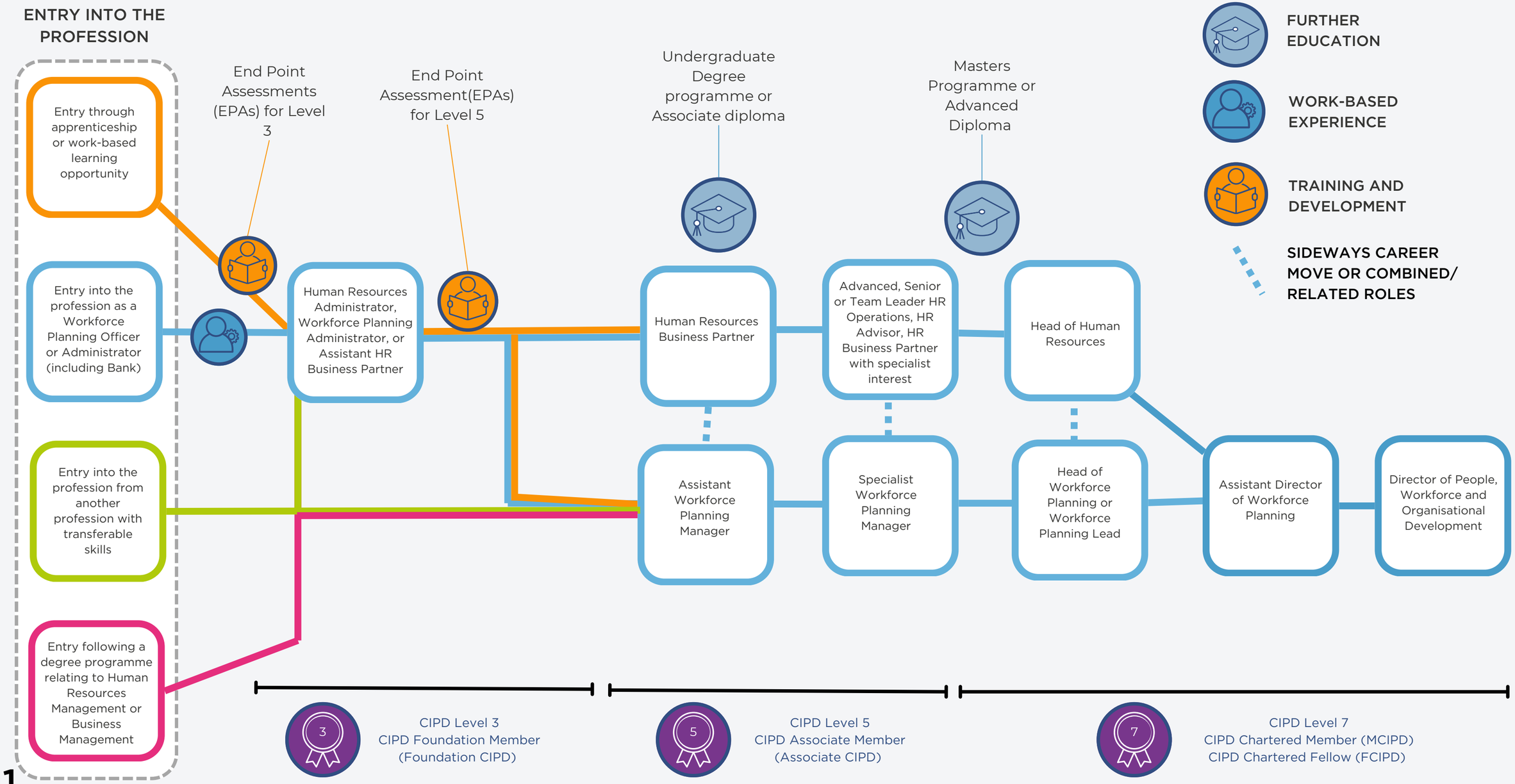
To be an effective workforce planner, especially in complex organisations like NHS Wales, several key attributes would be useful,. Strategic thinking is essential as are skills in system and collaborative leadership. Analytical and problem solving abilities, alongside project management skills and experience in service improvement and managing change are all required. You will also need to develop understanding of population, behaviours, equality, diversity and inclusion. Underpinning these skills and abilities will be effective engagement and working relationship skills to ensure that planning is collaborative and inclusive. These attributes collectively enable workforce planners to work effectively with colleagues across Workforce, Finance and the Service to support development of effective, responsive, and sustainable workforce strategies that support the organisation's goals and enhance patient care quality. NHS Wales has developed a competence framework for Workforce Planning.

Entry Routes into NHS Wales Workforce Planning

Workforce planning professionals in the NHS come from a variety of backgrounds across related fields, including Human Resources, Analytics, Quality and Service Improvement and Business Management roles. To become a workforce planning practitioner or specialist in NHS Wales, specific qualifications and experiences are typically required. These could include: -

- A bachelor's degree in a relevant field such as human resources, business administration, healthcare management, statistics or workforce planning. –
- Advanced degrees, such as human resource management or a postgraduate certificate in Strategic Workforce Planning. Masters in business administration (MBA) or healthcare administration (MHA) can also be advantageous if the course considers human resources.
- Certifications related to workforce planning, HR, or data analysis can be beneficial. Examples include Chartered Institute of Personnel and Development (CIPD) qualifications or certifications from the Healthcare People Management Association (HPMA).
- Experience in workforce planning, human resources, or a related field, typically within a healthcare setting.
- Experience with workforce data analysis, workforce trend research or strategic planning.
- Competence in data analysis tools and software, such as Excel, statistical software (e.g., SPSS) or workforce planning software.
- Familiarity with information systems, ideally human resources and related information systems.
- Understanding of the healthcare environment, particularly the structure and operation of NHS Wales.
- Awareness of relevant government and healthcare policies, regulations, and workforce challenges in the NHS and wider public sector.

WORKFORCE PLANNING



WORKFORCE PLANNING

	TRAINING AND DEVELOPMENT	FURTHER EDUCATION	PROFESSIONAL MEMBERSHIP AND ACCREDITATION
Foundation	CIPD Bitesise Learning Courses	Foundation Certificate in People Practice	CIPD Level 3 CIPD Foundation Member (Foundation CIPD)
Intermediate / Associate	CIPD Accredited Programme for Strategic Workforce Planning CIPD Development Programme for Strategic Workforce Planning	Bachelor's Degree in a related subject including: Human Resources, Business Administration, Healthcare Management, or Statistics.	CIPD Level 5 CIPD Associate Member (Associate CIPD)
Advanced / Expert	CIPD Accredited Courses	Postgraduate Degree in Human Resources Postgraduate Degree in Learning and Development Diploma in Strategic People Management Diploma in Strategic Learning and Development Advanced degrees, such as a master's in business administration (MBA), healthcare administration (MHA), or human resource management	CIPD Level 7 CIPD Chartered Member (MCIPD) CIPD Chartered Fellow (FCIPD)

PEOPLE ANALYTICS

PEOPLE ANALYTICS

About People Analytics

People Analysts in NHS Wales undertake a specialist role which enables improved decision making to support NHS Wales organisations to deliver their business objectives and to identify and resolve critical business issues. Their role involves maintaining and developing data quality assurance processes to continually improve the integrity of NHS Wales people data and information flows. These roles work with a wide range of data sources including workforce, financial, administrative and clinical systems, and provide specialist advice and expert knowledge of data quality and standards. Other tasks can include measurement, monitoring and reporting, audit and control methodologies applicable to multiple information systems used across NHS Wales.

Key Skills and Attributes

NHS Wales People Professionals need to be logical thinkers with a strategic, innovative and forward-thinking with a drive for developing and growing workforce data services, reporting systems, processes and more. They need to be self-motivated to manage tight deadlines and provide accurate and up to date insights into workforce data, activity and performance.

In order to identify and implement improvements quality and flow of data throughout the system., People Analysts often need to manipulate raw data to be used in the preparation of reports, and to liaise with Managers and Clinicians at all levels, within and across organisational boundaries. Therefore, you will need excellent written communication skills, data visualisation skills and the ability to convey information in a clear and concise manner.

Analytical skills and the ability to diagnose problems and propose creative and practical solutions to situations is also essential. In NHS Wales, there are a wide range of business intelligence tools and understanding these will be highly beneficial. People Analysts sometimes have the opportunity to use artificial intelligence (AI) and robotics where appropriate to improve and streamline information usage.

Entry Routes into NHS Wales People Analytics

To be a People Analytics Professional in NHS Wales, you typically need to be have some experience or technical understanding of Workforce Information Systems and those entering the profession usually hold a degree level qualification in a relevant subject such as Statistics, Mathematics, Business, Human Resources Management. However, individuals who can demonstrate relevant equivalent experience working with People Information / Workforce Systems Team will also be able to progress and develop a career in this field.

PEOPLE ANALYTICS

ENTRY INTO THE PROFESSION

Entry through apprenticeship or work-based learning opportunity

Entry into the profession as a HR Generalist with interest in data and analytics

Entry into the profession from another profession with transferable skills i.e. Finance, Informatics, Data, Performance, eRostering or similar

Entry following a degree programme Statistics/Mathematics/Business/HRM

Degree programme

Masters Programme

People Analyst or People Analytics Officer

Senior or Specialist People Data Analyst (Business Intelligence)

People Analytics Manager

Head of People Analytics

Assistant Director of Performance or Digital

Assistant Director of People / HR

Director of Digital

Director of People / Workforce

Close working relationships with:

- Workforce Planning
- Data Warehousing
- Data Science

People Analytics Consultant

FURTHER / HIGHER EDUCATION

WORK-BASED EXPERIENCE

TRAINING AND DEVELOPMENT

3 — CIPD Level 3
CIPD Foundation Member
(Foundation CIPD)

IoA Associate or Student

5 — CIPD Level 5
CIPD Associate Member
(Associate CIPD)

IoA Full Member

7 — CIPD Level 7
CIPD Chartered Member (MCIPD)
CIPD Chartered Fellow (FCIPD)

IoA Fellow Member

PEOPLE ANALYTICS

	TRAINING AND DEVELOPMENT	FURTHER EDUCATION	PROFESSIONAL MEMBERSHIP AND ACCREDITATION
Foundation	CIPD Data and analytics for people professionals	Professional Certificate in People Analytics, Visualisation, Data Analytics (Various providers)	Institute of Analytics (IoA) Student Association of Professional Healthcare Analysts Student Membership CIPD Level 3 CIPD Foundation Member (Foundation CIPD)
Intermediate / Associate	CIPD Data and Analytics for People Professionals	Bachelors Degree in Maths, Statistics, Business Management, Strategic HR Management, or similar (Various providers)	Institute of Analytics (IoA) Associate Membership or Full Membership Association of Professional Healthcare Analysts Bands 2-6 CIPD Level 5 CIPD Associate Member (Associate CIPD)
Advanced / Expert	CIPD Leveraging Analyics CIPD Data Analytics Accredited Programme	Masters Degree in People Analytics or similar (Various Providers)	Institute of Analytics (IoA) Fellow Membership Association of Professional Healthcare Analysts Band 7 and upwards CIPD Level 7 CIPD Chartered Member (MCIPD) CIPD Chartered Fellow (FCIPD)

PEOPLE PARTNERING
(EMPLOYEE RELATIONS)

PEOPLE PARTNERING
(EMPLOYEE RELATIONS)

About People Partnering

People Analysts in NHS Wales undertake a specialist role in maintaining and developing data quality assurance processes to continually improve the integrity of NHS Wales people data and information flows. These roles provide specialist advice and expert knowledge of data quality; measurement, monitoring and reporting, audit and control methodologies applicable to multiple administrative information systems including Electronic Staff Record (ESR) and TRAC systems, which are used in NHS Wales. This enables improved decision making to support NHS Wales organisations to deliver their business objectives and to identify and resolve critical business issues.

Key Skills and Attributes

NHS Wales People Professionals need to be strategic, innovative and forward-thinking with a drive for developing and growing workforce data services, reporting systems, processes and more. They need to be self-motivated to manage tight deadlines and provide accurate and up to date insights into workforce data, activity and performance.

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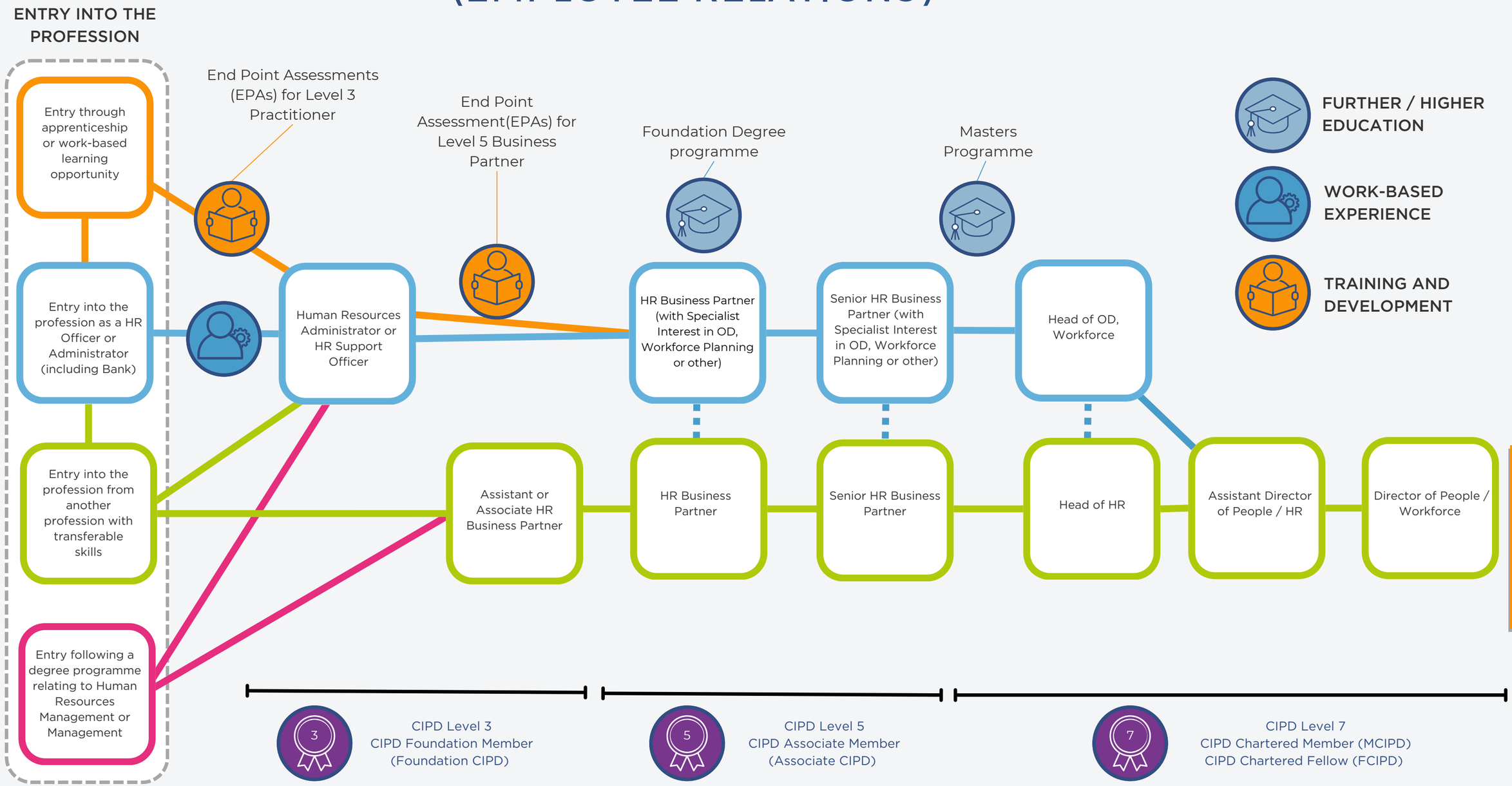
Analytical skills and the ability to diagnose problems and propose creative and practical solutions to situations is also essential. In NHS Wales, there are a wide range of software packages, and experience with Excel and it's various functions will be highly beneficial People Analysts sometimes have the opportunity to use artificial intelligence (AI) and robotics where appropriate to improve and streamline information usage.

Entry Routes into NHS Wales People Partnering

To be a People Analytics Professional in NHS Wales, you typically need to be have some experience or technical understanding of Workforce Information Systems and those entering the profession usually hold a degree level qualification in a relevant subject such as Statistics, Mathematics, Business, HRM. However, individuals who can demonstrate relevant equivalent experience working with People Information / Workforce Systems Team will also be able to progress and develop a career in this field.

PEOPLE PARTNERING
(EMPLOYEE RELATIONS)



PEOPLE PARTNERING
(EMPLOYEE RELATIONS)

	TRAINING AND DEVELOPMENT	FURTHER EDUCATION	PROFESSIONAL MEMBERSHIP AND ACCREDITATION
Foundation	CIPD Data and analytics for people professionals	Foundation Certificate in People Practice	CIPD Level 3 CIPD Foundation Member (Foundation CIPD)
Intermediate / Associate	CIPD Data and Analytics for People Professionals	Diploma in People Practice Diploma in Organisational Learning and Development Undergraduate Degree in Human Resources Undergraduate Degree in Learning and Development Search for CIPD Accredited Courses	CIPD Level 5 CIPD Associate Member (Associate CIPD)
Advanced / Expert	CIPD Leveraging Analytics CIPD Data Analytics Accredited Programme	Postgraduate Degree in Human Resources Postgraduate Degree in Learning and Development Diploma in Strategic People Management Diploma in Strategic Learning and Development Search for CIPD Accredited Courses	CIPD Level 7 CIPD Chartered Member (MCIPD) CIPD Chartered Fellow (FCIPD)

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