

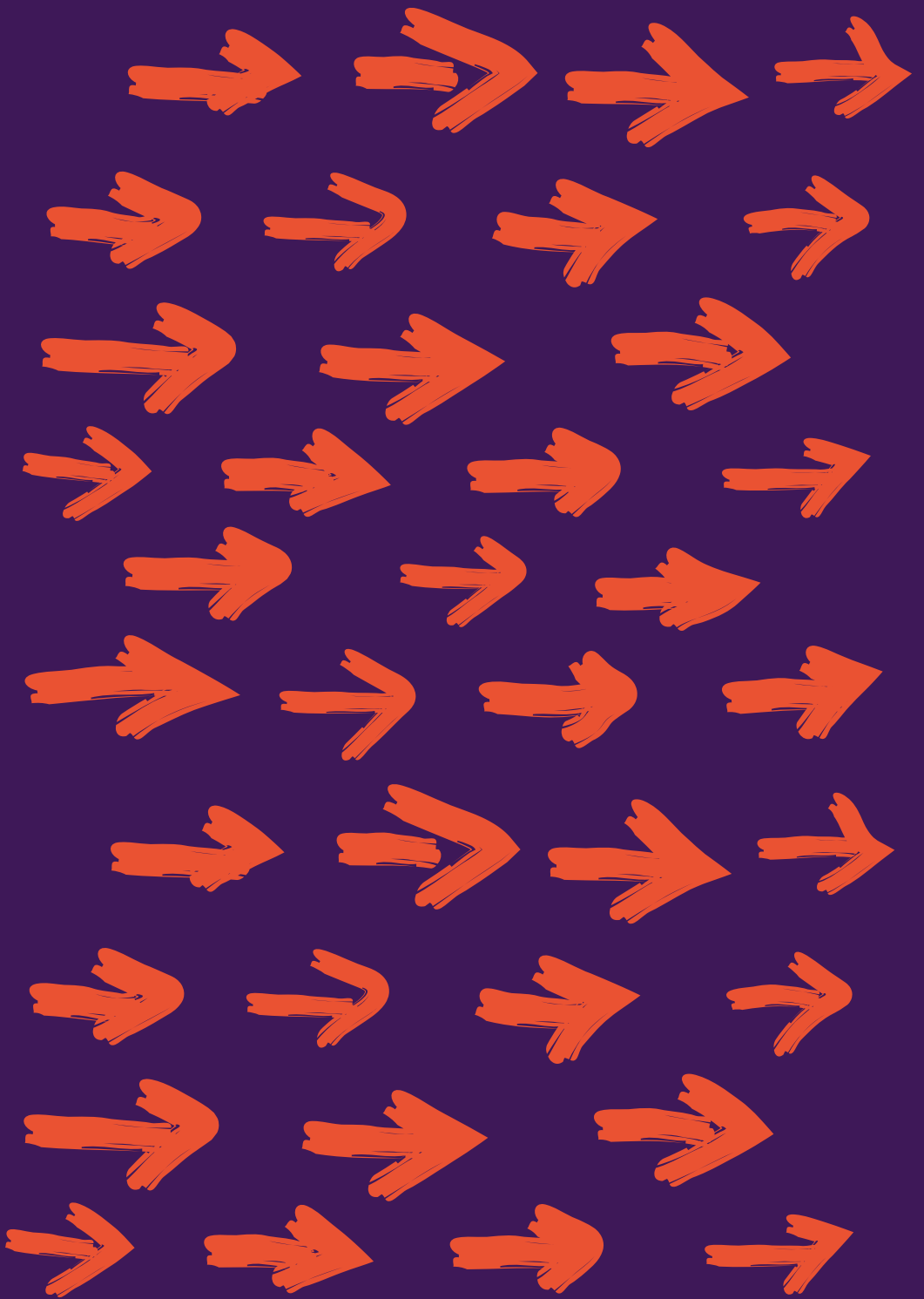
CIPD



Endless possibilities...

A career in HR takes you further

Find out more at cipd.co.uk/careers



Endless possibilities...

A career in HR takes you further

- 04** How far could you go?
- 06** Which direction will you take?
- 08** How do you get into HR?
- 11** What's the next career step?
- 12** What skills do you need?
- 13** Career profiles
- 14** Frequently asked questions
- 15** Supporting you throughout your career



How far could you go?

Work anywhere!

HR (or human resources) opens doors to jobs in every sector – the world's your oyster. You can build your career internationally or at home. From media to engineering and from banks to charities, pretty much every industry and company needs to hire the expertise of an HR professional.

“*My career in HR means I've worked around the world, for brands I love. I've worked on projects that matter, and with people I admire. What's not to like? HR gives you a passport to understand any organisation, and to move between industries and sectors.”*



Tim Pointer,
Founder, Starboard
Thinking

Keep progressing

A career in HR offers long-term options and a huge variety of roles. You could be involved in recruiting or training staff one day, or helping your company decide how staff should be paid and rewarded the next. There are even roles focusing on employment law, to protect the rights of employees at work.

You can start your career as an HR administrator and progress all the way to HR director, helping to drive the direction of the business. Some HR specialists go on to be business owners and set up their own HR and training companies.

See which role appeals to you on page 6.

“*The best thing about my job is working in a fast-paced environment. There's always lots going on, every day is different.”*



Luke Smith,
HR Assistant,
Robert Dyas

Never a dull day

You'll never find you're doing the same thing from one day to the next. As managing people at work can be complicated at times, you will be kept on your toes with lots of different challenges to overcome.

Help people and help businesses

HR plays a vital role in business performance and people's careers.

HR is about making sure the right people are in the right jobs. Attracting people is an important first step, but that's just the beginning. How do you then get people to stay with you and perform to the best of their abilities? Are you giving them the skills, training and development to build long-term careers? How do you get them working together to drive business success? Or protect their rights and make sure they are fairly rewarded and treated at work?

These are the important questions HR experts help to answer.

Great earning potential

Not only are there a lot of HR roles to apply for, but you'll also have the chance to earn a good salary over time. If you're just starting out in HR you'll probably earn around £15,000–£18,000 a year. As you gain qualifications and experience, your salary can go up significantly. The average pay for an HR manager is £48,000. When you progress to the top, you could be earning more than £80,000 as an HR director!

Did you know... you could be earning over £80,000 as an HR director.



The airline industry isn't all about flying planes. With a job in HR you'll improve business performance by recruiting the best people.

Which direction will you take?

HR is all about creating successful businesses through people, what jobs could you go into? In some organisations you can cover the full range of HR work, gaining really broad skills and experience; this is called a generalist role. In other businesses, you may be able to specialise in a particular area. There are many options open to you.

Recruitment and talent planning

It's vital businesses attract and hire the right people. If you specialise in recruitment, you'll work with managers across different departments to understand the skills or 'talent' they need. You'll then find and recruit them. This includes preparing job descriptions and advertisements, checking applications and CVs, setting up and running interviews, and testing the skills of people who've applied. You can also identify existing people in the business who can progress into new roles.

Learning, training and development

Learning and development (L&D) specialists help people develop new skills so they stay motivated and productive in their roles while developing their skills and knowledge. Often called the 'training department', they analyse the training needs within teams and then develop and deliver training courses. They'll also help train new people when they

join the business, or develop leadership training programmes.

Employment law

Some knowledge of the fast-moving world of employment law is important for most HR roles. You'll often have to give advice to other managers in the business on legal issues. You may also have to represent your organisation personally at employment tribunals, or instruct a solicitor, so it's important you can analyse legal materials effectively.

Employee relations

As an employee relations specialist you'll help harmonise relationships across the organisation. You'll settle disputes and ensure employees are being treated fairly by the organisation in the eyes of the law. Employee relations may involve managing relationships with individual employees or negotiating with unions over pay and work conditions. You can work on grievances and disciplinary procedures, redundancies or areas such as equal opportunities, harassment and bullying.



The manufacturing industry isn't all about making products. With a job in HR you could be deciding how to pay and reward all staff.

Performance and reward

Sometimes known as compensation and benefits, reward covers the whole benefits package. It helps to recruit people to an organisation, and then motivate and retain them once they've arrived. HR professionals in this area develop and monitor performance-related pay and other company schemes related to pay and benefits.

Organisation development

Businesses constantly have to adapt to meet the changing needs of customers and the economy. Organisation development specialists are there to help companies manage that change effectively. They advise companies on how to align people, processes and strategies to improve the overall performance of the business.

Employee engagement

Larger businesses often recruit experts in employee engagement. This is all about the internal communication of the organisation's brand to employees – or 'employer branding'. How do you get people to feel a sense of loyalty and pride in their work? You'll use your analytical skills to run surveys and workshops to understand how employees feel about their work and then make recommendations on how to increase satisfaction levels.

Did you know... you can find more information about HR roles by visiting the HR World at www.plotr.co.uk

How did you get into HR?

Getting that first job in HR

Although work experience is always important when applying for a job, your personal qualities, flexible approach and academic qualifications also play a part in impressing future employers. If you want to build practical skills relevant to HR, it may be possible to find an unpaid placement or shadow someone who's already working in the profession. And, if you've gained voluntary experience such as managing a budget, training and coaching, or used organisation and teamwork skills – perhaps in a club or society – it's something to add to your CV.

If you're a student, why not consider a holiday job? You can approach local companies to see if you can do short-term work experience. Ideally, it will be in an HR department, but any office or administrative role will be useful experience. You can observe how the organisation relates to its employees and possibly ask for a discussion with someone in the HR department while you're there. Employers place a lot of value on people who have work experience – it can make you stand out from other applicants when searching for jobs.

In many cases, your first step will be working as an assistant alongside an HR or learning and development manager. Look out for job titles including words such as 'Assistant', 'Officer', 'Co-ordinator', 'Executive', or 'Administrator'. It's good to register for email alerts on job boards and look on the company websites of local businesses.

I did a two year apprenticeship in the learning and development team at Ealing council. Following a successful apprenticeship, I became a full-time employee."



Anton Nesbith,
Learning
Programme Officer,
Ealing Council

Business apprenticeships

Apprenticeships offer you the chance to get real work experience and a wage while studying a recognised qualification. Anyone over 16 and not at school or college full-time can apply for an Apprenticeship. They take between one and four years to complete. At the end of your Apprenticeship you can go into full-time employment, although some people decide to go on to university.

There are lots of Apprenticeships you can do, but an Apprenticeship in Business and Administration will give you modules on HR. This is a great way to gain some understanding of this specialist area and what it's like to work in a business.

Visit [cipd.org/uk/learning/apprenticeships](https://www.cipd.org/uk/learning/apprenticeships) to find out more.

Sign up to a graduate training scheme

If you're studying, you may decide to apply for a graduate training scheme when you leave university. You can join a general graduate scheme, where you get experience in lots of different departments along with HR. Or you can join a programme that's focused specifically on HR. They may also support you to gain a CIPD-approved postgraduate-level qualification.

For more information see Useful Resources on page 15.



The food and drinks sector isn't all about designing the best meal. With a job in L&D you could be designing and running training courses.

Specialise in HR at university

The other alternative is to pick a specialist course at university. You could apply for a human resources management degree, or have a combined degree such as business management and human resources.

Visit www.ucas.co.uk

Study for an HR qualification

If you've decided to continue with your studies, the CIPD is the recognised professional body offering approved HR and learning and development qualifications. Anyone over the age of 18 can study for a CIPD qualification. Dependent on your experience and qualifications, you can apply for one of three qualification levels.

The CIPD Foundation level is a great introduction to HR and learning and development. You have options on how you study (part-time, full-time, distance learning) and many people complete the qualification in one to two years.

The Intermediate level is for people with more experience and builds on your HR knowledge. The final option is the Advanced level. Graduates or people who've already got experience working in an HR role often apply for this level.

Most CIPD qualifications are a route to becoming a CIPD professional member and, in the future, to becoming a Chartered Member. This means you'll be recognised as having met the rigorous criteria and professional standards for best practice in HR. You'll also be able to use the designatory letters Associate CIPD, Chartered MCIPD or Chartered FCIPD after your name.

Did you know... Over 25,000 people study a CIPD qualification each year.

“
The shared knowledge
I've gained has been
vital for my career
progression.”



Abi Duncombe
Assoc CIPD,
Associate member

What's the next career step?

In many cases, your first step will be working as an assistant alongside an HR or training manager. You could be helping to maintain records, organise interviews and provide administrative support. If you choose a training role, you could be arranging staff training, liaising with external training companies and collecting staff feedback about courses they've attended.

Traditionally, your career would develop with qualifications and experience

and you'll be promoted through the business to officer, adviser, manager and then director – each with its own level of responsibility. As a manager, you might be overseeing recruitment and training or advising other managers on HR issues, including employment law. Directors tend to be much more involved in the development of strategy and help to influence wider business approaches and goals. Often, they'll sit on an organisation's board, so at the very top of the business.

How much can you earn?

Starting salaries are similar to those in other trainee jobs, but if you have a relevant qualification and work experience, you'll be able to negotiate higher salary. It's worth remembering salaries in local government, charities and smaller businesses can pay less than large businesses and sectors such as banks and financial services. You'll also have access to other benefits such as bonuses, pensions and holidays, all of which vary from job to job.

| Average HR and L&D salaries UK 2018* | | | |
|--------------------------------------|----------|-------------------------------|----------|
| HR Director | £120,263 | HR Consultant | £60,224 |
| Head of Organisation Development | £96,354 | HR Manager | £63,439 |
| Head of HR | £87,029 | Recruitment Manager | £43,501 |
| Head of Reward | £78,277 | Recruitment Officer | £ 37,863 |
| Learning and Development Manager | £75,187 | HR Officer | £42,964 |
| HR Business Partner | £63,439 | HR Administrator/ Coordinator | £31,925 |

*CIPD HR-inform salary search

What skills do you need?

Outside of qualifications and work experience, it's worthwhile considering the personal qualities you'll need to be successful in HR. People who thrive in the profession tend to be:

- balanced and objective (you need to represent both your fellow employees and your employer)
- trustworthy and discreet
- strong communicators
- business-savvy and interested in how organisations work
- good at team working
- curious, and have a questioning mind
- flexible, adaptable and patient.

Did you know... Equal pay for employees was made law in 1970.

What the HR professionals say...

"I look for people with a commercial outlook with the ability to problem-solve, seeing situations from many angles."

Ruth Cornish, Managing Director,
Ruth Cornish Ltd

"To be successful in HR you need to be interested in business. You have to make tough decisions sometimes."

Cerian Morgan, HR Generalist,
Deutsche Bank

"You'll need strong analytical and Excel skills, as well as being able to work well as part of a team."

Rajvinder Athwal, Reward Analyst,
HSBC

"You need to be good with people, a natural learner. I think it helps if you are naturally curious and open to new ideas and ways of thinking."

David James, Managing Director,
WeCommend.com

"For a job in HR you need resilience, you need to stay calm in difficult situations, and you need a sense of humour."

Sheena McLulloch, Director of People,
SPA Future Thinking



Career profiles



Tim Pointer, Founder, Starboard Thinking

Tim Pointer has held HR Director roles for Diesel; Pentland Brands (Speedo, Lacoste, Ted Baker); Dixons Carphone; and Maxxium (Absolut, Jim Beam, Cointreau) and now leads organisational performance consultancy Starboard Thinking. His HR career has spanned four continents, including five years living in Sydney.

“HR gives you a passport to get right across to understand any organisation, and to move between industries and sectors. But if you want to be accepted, to be credible, you’d better know your stuff. It’s also incredibly varied. On any given day I can be running an event, presenting our strategy, analysing an acquisition, coaching my team, or designing communications; the list goes on.

It can be very challenging. When you’re handling a site closure, for example, and you’re confirming redundancies, of course you get some raw reactions. But that’s when you find out what you’re made of, and whether you can support your colleagues through one of their toughest times.

My career in HR so far means I’ve worked around the world, for brands I love, on projects that matter, and with people I admire. What’s not to like?”



Cerian Morgan, HR Generalist, Deutsche Bank

“I’m an HR generalist. I advise the business so it could be anything from employee relations issues to helping it get the best out of their people. The great thing about HR is the variety it offers. You can go into a specialism like L&D or recruitment, or you can remain a generalist. It’s also a fantastic skill to have because it means that you can move from industry to industry.

To be successful in HR, you need to demonstrate you understand business, particularly the area you are looking after. You have to make tough decisions sometimes. A great HR department will be driven by a great leader and will really reach out into the business. It’s not just a support function – it’s actually adding value to the business.”

For more profiles visit cipd.org.uk/the-people-profession/careers

Frequently asked questions

What is HR and L&D?

HR is about making sure the right people are in the right jobs – literally providing human resources. HR professionals recruit, train and develop employees and look at how they get rewarded (pay and benefits). They're dealing with legal issues, helping to shape the culture of their organisations, and focusing on what keeps their colleagues productive and engaged. L&D stands for learning and development and is specifically focused on helping people learn new skills so they're motivated and productive at work.

What are my career options?

HR professionals can be involved in recruiting people, they could specialise in training and development, or they might help businesses decide how their staff should be paid and rewarded. There are even roles focusing on employment law, to protect the rights of employees at work. You could start off as an HR or L&D administrator, but progress all the way to the top of the business as an HR director, or even set up your own business.

How much money could I earn?

If you're just starting out you'll probably earn around £18,000 a year. But as you gain qualifications and experience your salary can go up significantly. HR managers can earn between £30,000 and £50,000 and HR and L&D directors over £80,000!

Where could I work?

HR gives you the opportunity to work in every sector, from media to engineering, from banks to charities. Most businesses need an HR professional to help them hire and support people management. The world's your oyster, as HR professionals work globally.

Will an HR career suit me?

If you've an interest in business, enjoy understanding how people work and what motivates them to perform well, a career in HR and people development could be the one for you. You'll need to be balanced and objective as you'll often be representing both your fellow employees and your employer. You'll also be good at working with others and earning their trust and respect. A questioning mind, along with an ability to be adaptable and patient, will get you a long way.

What qualifications do I need?

If you want to gain a professional qualification in HR, you can study with the CIPD. Our internationally recognised HR qualifications can be taken in the UK, Ireland and internationally at universities, colleges and training providers.

cipd.org.uk/learning/qualifications

Supporting you throughout your career

CIPD qualifications and membership open doors. From when you start looking for your first HR role, and as you progress further in your career, we can offer the tools you'll need to succeed.

Our membership and qualifications will give you professional recognition and credibility, showing employers you have the knowledge and skills to add real value to their business. And if you're a member of the CIPD, we'll constantly support you and keep you up-to-date on the latest developments in HR and learning and development.

The CIPD is the professional body for leading and supporting the people profession. We have almost 160,000 members globally who work in HR and learning and development. Being a professional body means we support our members, set the standards for professional qualifications and advise individuals and businesses on how to manage their people effectively and fairly.



The fashion industry isn't all about making clothes. With a job in HR you could be protecting employees rights at work.

Useful resources

Jobs

www.pmjobs.cipd.co.uk

www.prospects.ac.uk

www.milkround.com

www.targetjobs.co.uk

www.graduatejobs.com

HR qualifications and advice

cipd.org/uk/the-people-profession/careers

cipd.org/uk/learning/qualifications

cipd.org/uk/learning/apprenticeships

www.startprofile.com

A career in HR
takes you further.

[cipd.org/uk/the-
people-profession/
careers](https://cipd.org/uk/the-people-profession/careers)

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