



Panel on Fair Access to the Professions

Submission to the Cabinet Office

**Chartered Institute of Personnel and
Development (CIPD)**

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Background

1. The CIPD's primary purpose is to improve the standard of people management and development across the economy and help our individual members do a better job for themselves and their organisations.
 2. As the UK's leading professional body for those involved in the management and development of people, we are ideally placed to contribute to the development of public policy across the spectrum of workplace and employment issues.
 3. We are able to draw on the experience and knowledge of our 133,000 members and our wide range of research to provide a pragmatic stance on public policy that is based on solid evidence and the real world.
 4. Our membership base is wide, with 59 per cent of our members working in private sector services and manufacturing, 34 per cent working in the public sector and 7 per cent in the not-for-profit sector. In addition 82 per cent of the FTSE 100 companies have CIPD members at director level.
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RESPONSE TO PART 1 – BACKGROUND DETAIL AND FACTS

How many employees are there in the profession?

1. Quantifying how many people are employed in the HR profession depends on how those involved in the management and development of people are characterised. Quantifying the number of employees involved in HR is further complicated by the fact the HR profession is not a license-to-practice profession and cuts across all sectors and organisations of every size.
2. The best proxy by which to measure the number of people employed in the HR profession is the Labour Force Survey. It is important to note however, that employment numbers from this data source are based on Standard Occupation Classifications, which do not always accurately reflect current roles within the sector.
3. The last full annual Labour Force Survey (2007) indicates that there are just over 150,000 people employed as 'Personnel, Training or Industrial Relations Managers' (SOC 1135), and an near to equal number employed as 'Personnel, Training or Industrial Relations Officers' (SOC 3562). Just over 140,000 people are also employed as 'Vocational and Industrial Trainers and Instructors' (SOC 3563) and are most likely to work in the area of training and development.
4. The CIPD believes that the above categories over estimate the number of HR professionals, particularly given some of the occupation titles included in each of the codes. Equally, given the cross sector nature of HR, other HR professionals may also be employed in related occupations which are not classified in SOC 1135, SOC 3562 and SOC 3563 codes.

How many are training to enter the profession at any point in time?

5. During the 2007/08 financial year 7,754 members of the CIPD enrolled to complete a level 3 certificate programme (including Certificate in Personnel Practice and Certificate in Training Practice). Both certificates are considered to be entry level qualifications for the HR profession.

6. During the 2007/08 financial year 6,006 members enrolled on a CIPD post graduate qualification (either part or whole of qualification leading to Graduate membership).

How many employers are there in the profession? What is the average size of each organisation? What types of organisation?

7. HR professionals and those involved in the management and development of people are an integral part of every organisation. Smaller businesses may not necessarily have a dedicated person to assist with these functions, but will in some capacity draw on or buy in support from elsewhere. In addition, there are a number of specialist HR consultancies and training providers in the sector, as well as a large number of sole traders and small firms offering freelance services.
8. CIPD members are represented in the public, private and voluntary sectors, and in organisations of every size:
 - 82% of FTSE 100 companies have CIPD members at Director level, and 90% of FTSE 100 companies have CIPD members at management level.
 - The majority of the CIPD's members work for medium sized organisations, although 30% of members work for organisations of more than 5,000 employees.
 - Less than 10% of CIPD members work in organisations with 1-9 employees and just over the same percentage work in organisations with over 20,000 employees.
 - The majority of members work in the private sector; however 34% are employed in the public sector, and 7% in the voluntary or not for profit sector.
 - The specified industrial sectors with the largest numbers of respondents are Public Administration (central and local government) Consultancy services, Finance, Insurance and Real estate and manufacturing.
 - The majority of members 79% are working full-time, with 5% claiming to be self employed.
 - Over 47% of members are based in Southern England, but CIPD members are based throughout the UK and our International membership is rapidly expanding.

What are the expected trends in employment in the profession?

9. Beyond the temporary reduction in the number of available HR roles (as with any profession) as a result of the recession, there are no expectations for a significant change in the employment numbers for HR professionals in the coming years.

What are the qualification requirements for the profession? What proportion are graduates?

10. Although obtaining a CIPD qualification is generally seen as a route to the profession, HR professionals are not required to be licensed in order to practice and people can therefore obtain access to the profession without any qualification.
11. However, to work at the support level in HR, the qualification normally asked for is at certificate level or NVQ level 3 equivalent.
12. At the professional level the qualification is set at post-graduate (level 7). It is not an entry requirement set by the CIPD that candidates have a first degree. Some Universities approved by the CIPD actually offer full Masters programmes and they may stipulate previous academic achievements are needed for entry.
13. The 2007 Labour Force Survey suggests that of those employed in HR related roles:
 - Approximately 45% have a degree or equivalent as their highest qualification.
 - Just over 12% have a post graduate qualification (or higher).
 - Approximately 20% have up to NVQ Level 3 (or equivalent) and a further 20% have up to NVQ Level 2 (or equivalent).

Are there non-graduates routes into the profession?

14. Yes, there are non-graduate routes into the HR profession. As explained above, while CIPD qualifications are generally sought, HR is not a license-to-practice profession and people can therefore obtain access to the profession without any qualification.

15. The CIPD does not require a first degree in order to follow qualifications, including our Professional Development Scheme. The CIPD has also developed a Certificate in Business Awareness and Advanced Professional Study to prepare candidates looking to study our professional qualifications. While this Certificate is offered to all, it has been of particular help to those that do not have a first degree or have not studied for a significant period of time and can therefore be used as a stepping stone for people wanting to transition into or return to study.

Are there routes for people to enter the profession mid-career from other professions?

16. The changing nature of the HR profession has meant that new routes have appeared as old routes have diminished in importance. Coming into HR mid career and from other professions has become more common. There are also routes available for those who have specialised in one area of HR to broaden into a generalist HR role and vice versa.

17. An entry route into HR via administration was a common avenue in the past. Typically, those who had followed this entry stream would have been a general administrator who subsequently took on some degree of responsibility for staffing. This was often followed by the pursuit of a professional CIPD qualification and then moving on to gain Chartered recognition.

18. However research conducted by the CIPD into HR career paths shows that only a quarter of the 1,800 respondents started their careers in HR. In addition, 83% of respondents have worked outside HR at some stage in their careers, with the most frequently quoted functions being in sales, marketing and retail, followed by occupations in general business/management and finance.

19. It is also worth noting that CIPD research also shows that HR professionals are not, on the whole serial career changers once they enter the HR profession. The average length of service within the HR profession is 15 years. Moving between organisations is seen as important to career progression and, on average, participants in the research had taken four major career steps and worked for an average of three organisations. Eight-

one per cent of respondents to this research said they enjoyed their jobs and would work in HR if they had their time again.

How many people receive scholarships each year?

20. Any scholarships would be awarded by individual companies and organisations and therefore this data is not available for the profession as a whole.

How many internships and/or work experience opportunities are available?

21. Any internships or work experience placements would be awarded by individual companies and organisations and therefore this data is not available for the profession as a whole.

Do you know of any relevant academic or other studies of the profession?

22. The CIPD has produced a number of research reports of the HR profession. These include:

- Understanding and attracting HR talent (CIPD report 2009)
- The Changing HR function (CIPD Report 2007)
- Fit for Business: Transforming HR in the Public Sector (CIPD Report 2007)
- Managing and Developing HR Careers (CIPD report 2006)

The CIPD is currently undertaking new research into the changing shape and the future roles of the profession entitled 'The Future of HR'. Initial findings will be published during 2009.

23. If you would like to discuss the details of these findings, or require copies of any of the publications listed above, please contact Sereena Davey, Public Affairs Manager, 020 8612 6404 or s.davey@cipd.co.uk

PART 2 – EVIDENCE ON CURRENT ISSUES OR BARRIERS TO ACCESS TO THE PROFESSION

What is the evidence in relation to levels of representation of new entrants to the profession? (e.g. by parental background, school type)

24. As disclosure of information on parental background or school type is not a requirement of membership of the CIPD, unfortunately it is not possible to provide a response to this question.

25. The CIPD's membership data however does suggest that of those employed in HR related roles:

- Just over two-thirds are women
- There is a relatively even distribution (between 10 and 15% in each five year age category) of professionals between the ages of 25 and 55
- Nearly 5% of the workforce are under 25 and 13% are over 55

What are the typical routes into the profession?

26. Refer to paragraphs 21 to 24.

What issues or barriers might potential entrants face in accessing the profession?

27. As HR is an increasingly competitive area to break into, a lot of companies will ask for experience. If candidates are looking at jobs at HR adviser/officer level, it's likely that employers will ask for a postgraduate level qualification as well as at least two years' experience. And even employers looking for HR assistants/administrators now seem to expect at least six months in an HR environment. This can often be difficult for potential entrants wanting to access the profession who do not have relevant work experience. Undertaking a Certification in Personnel Practice (or equivalent) can be beneficial as it provides candidates with a general overview of the type of work that is completed in an HR department.

28. However, it is also important to recognise that HR is a profession where it is possible to gain initial experience on the job having joined an organisation in a different role. Unlike many other professions, there are many in HR who have started out in other roles, and who have gained experience and qualifications on-the-job and at later date.

29. It is important to highlight that most CIPD programmes are offered by educational centres or approved commercial providers. The CIPD monitors these centres on their diversity policies and facilities for making adjustments to those with disabilities and/or learning difficulties.

PART 3 – CURRENT INITIATIVES, PROGRAMMES AND POLICIES TO ENSURE FAIR ACCESS TO THE PROFESSION

30. The CIPD has been reviewing the HR profession to ensure that we can fulfil our mission as the premier capability builder for the Human Resources Profession. Two themes that have underpinned this review include relevance and inclusivity.
31. Relevance refers to the content in CIPD qualifications, membership standards and the support the CIPD offers for professional development – content that matches the stretching nature of the HR role and is adaptable to change.
32. The Institute has been working on the development of a new dynamic map of the HR profession. This map will replace the CIPD's existing Professional Standards and will:
- Be more accessible to professionals at all levels, while maintaining the rigour that people value from the CIPD.
 - Allow the CIPD to develop bespoke approaches to study and tailored routes to membership; approaches that better reflect and recognise experience and prior knowledge; that serve equally the needs of specialists as well as generalists; and that meet the needs of people joining or advancing within the profession at very different stages in their working lives.
 - Form the basis for more active career advice and enhanced career development tools to help HR professionals get the maximum value from their careers in HR.
33. Inclusivity refers to ensuring the CIPD delivers greater flexibility and accessibility, and less of a one-size-fits-all approach.
- The CIPD will be moving away from one primary, linear route to membership. Instead, the CIPD will be developing a much more bespoke approach to routes to membership – one which will recognise prior HR and other experience, previously acquired qualifications, and widely differing entry points and routes into the HR profession.
 - This tailored approach will also extend to having greater flexibility in where and how training is delivered. The CIPD will be adopting a far more unit-based approach, which will allow people to study at the time,

place and pace that best suits them. For example, we're already working with a number of pioneering employers to pilot ways for HR professionals to secure national recognition for the programmes of learning they undertake in the workplace.

- The CIPD will also be developing new qualifications at different levels to deliver a broader portfolio that spans an entire career in HR.
- In all of these developments, the CIPD will be judging ourselves by our ability to increase flexibility and accessibility while maintaining the standards expected from our Institute.

34. The above changes will start to take effect in the second half of 2009, and will be fully implemented by the autumn of 2010. The CIPD will be maintaining the full range and quality of service throughout.

PART 4 – SUGGESTED ACTIONS TO EXTEND FAIR ACCESS TO THE PROFESSION

35. As part of the above work programme, the CIPD will continue to consider additional initiatives, programmes or policies that could broaden access to the HR profession in the future.
