

Join a Profession: Line Manager's guide



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Join a Profession: background

The Prime Minister, ministers and the Cabinet Secretary have shared their vision for the Civil Service as part of a productive and agile state: one which “delivers and serves working people by becoming more tech-driven, productive, agile and Mission focused.”

In June 2025, the Cabinet Secretary asked every civil servant to identify and connect with their relevant government profession and ensure their development plans build their professional skills. This will help everyone deliver their roles effectively, better support career development and ensure that the Civil Service has the skills and confidence to deliver the best outcomes for the public and the government of the day.

By joining a profession, colleagues can access learning, development, and support tailored for their specific field. With 32 cross-government professions available, including the newly launched Grants profession, there are more pathways than ever before for civil servants to access specialised learning, career guidance, and professional networks that enhance both individual progression and collective capability.

This guide will help you as a line manager to discuss professions and professional development with your team members.

Benefits for civil servants

- Joining a profession gives colleagues a range of tools, advice, networks and opportunities to help them in their roles.
- Learning and development designed specifically for their professional area that helps support their work and build their expertise
- Best practice advice and guidance on key topics, along with latest thinking on emerging trends.
- Guidance on career pathways to help them progress.
- Practical support from colleagues in similar roles.
- Improved recognition of their expertise through qualifications and continuous professional development.

Benefits for the Civil Service

- Professions focus will result in a workforce better equipped with the skills they need and the confidence in their role to deliver the best outcomes for the public and the government of the day.

Colleagues can be part of more than one profession: they can have a primary and secondary profession, recognising the value of interdisciplinary range in our workforce.

What is a primary profession? This is the person's skills and qualifications as well as the main work they do. For example a digital specialist working in an operational department, where the majority of work involves digital services development, is likely to have Digital and Data as their primary profession.

What is a secondary profession? This covers other elements of a person's role. If they are a digital specialist working in an operational department, and the majority of work involves digital services development, then they can consider Operational Delivery as a secondary profession as it is useful to their role.

Some professions have **open membership**, meaning they are open for anybody to join if they have a professional interest or relevant experience. Other professions have **additional membership requirements** and may require a specific qualification in order to join them. This guide covers both

types of profession: what the profession does, where to find further information and how to apply to join.

How to support your team to identify a profession

This guide will help you have a quality conversation with team members about professions, help them identify the best professions for them and provide guidance on how to apply to join these. As a line manager, you have an important role in encouraging your team members to actively engage with the profession to support them in their work and their career.

The [Join a Profession](#) homepage provides an overview of the 32 professions and tools to help colleagues explore which profession is the best fit for them. Every civil servant should be a member of at least one profession, to benefit from the range of tools, advice, networks and opportunities to help them in their role.

Some professions have open membership, so colleagues can join directly if these are a good fit for them. Other professions have membership requirements and may require team members to work in a specific role or have a specific qualification in order to join them.

If one of your direct reports feels they should be in a profession with additional membership requirements, they should:

- Discuss this with you first, so you can advise if this is the right profession for them.

You should:

- Use this guide to understand if they meet the additional requirements.
- Provide the correct joining details to help them apply. (See the relevant profession page in this guide)

As a line manager you can help team members connect to their profession throughout the performance year by:

- Discussing professional development at **mid-year** and **end of year** performance conversations.
- Building professional development into **objectives** and asking colleagues to identify how their annual objectives can be supported through engagement with their profession.
- Encouraging team members to explore learning opportunities from their profession as part of their **learning and development plans**.
- Discussing professions as part of regular **career development conversations**.
- **Role modelling** your own engagement with your profession.

Mid-year reviews

Every line manager should be having a discussion with their team members this month at the mid year point. As part of this conversation, line managers should ask their team members about their profession and their professional development plans.

If individuals (and line managers) are unsure of their profession, they can access the Join a Profession [page](#) and find out more about the 32 government professions and how to sign up. Once you sign up for a profession, you will receive information about the profession offer and learning pathways. Line managers can use this guide to help them discuss profession membership and career development with their direct reports.

We should all be members of a government profession and access the learning we need to deliver our roles in the best way. With 32 cross-government professions now available, including the newly launched Grants profession, there are more pathways than ever for civil servants to access specialised learning, career guidance, and professional networks that enhance both individual progression and collective capability.

Line managers and their direct reports should discuss government profession membership at their Mid Year Review to ensure colleagues are developing the right skills for their role, connecting with their professional peers and making the most of the learning and development available through being in a government profession.

Line managers preparing for Mid-Year Reviews

- Part of your role as a line manager is to support your team members in their professional and career development, as well as their effectiveness in their roles.
- Every line manager should be having a discussion with their team members this month at the mid year point. As part of this conversation, line managers should ask their team members about their profession and their professional development plans, recognising that we should all be members of a government profession.
- Line managers don't need to become profession experts. The Join a Profession [page](#) provides guidance and tools to support these conversations, making it easy to connect team members with appropriate professional communities.
- You can use this guide to help you discuss profession membership and career development with your direct reports.
- Simple questions about profession membership can unlock valuable development opportunities for team members: Which profession aligns with their role? How are they engaging with professional learning? What career guidance could their profession provide?
- Professional skills development supports individual career progression as well as team capability and performance. Encouraging profession membership helps build the specialist expertise needed for effective government delivery.



Professions with open membership

These professions are open to all colleagues whose work fits with the profession's aims. If a colleague thinks they align to the profession, they can choose the joining link from the [Join a Profession](#) page to register.

There are **15 professions with open membership**. More information about these is covered in this section:

- Corporate Finance
- Debt Management
- Digital and Data
- Geography
- Grants
- Human Resources
- Knowledge and Information Management
- Operational Delivery
- Policy
- Project Delivery
- Property
- Risk Management
- Science and Engineering
- Security
- Tax

Corporate Finance

The profession includes the following types of role:

- Financial analysis and strategy
- Debt and / or equity capital markets
- Valuation
- Corporate governance and regulation
- Project financing
- Management of transactions

The Government Corporate Finance profession brings together those working in corporate finance from across government to share learning and experience. It is open to anyone in government working in corporate finance or corporate governance.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Debt Management

The profession includes the following types of role:

- Debt Advisors
- Case Workers
- Vulnerability and Customer Care Specialists
- Litigation Specialists
- Collections Strategy
- Outsourcing and Third-Party Engagement
- Assurance and Compliance

The Government Debt Management Profession brings together those working to manage money owed to the government by individuals and organisations. Government debt managers balance the government's obligations as a responsible owner of debts with the need to manage public money effectively, ensuring fair outcomes for all.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Digital and Data

The profession includes the following types of role:

- Architecture
- Data
- IT Operations
- Product and delivery
- Quality assurance testing (QAT)
- Software Development
- User-Centred Design
- Chief digital and data

The Civil Service's Government Digital and Data profession is led by the Government Digital Service. Government Digital and Data is a community of experts leading digital transformation in government, creating more efficient services that have a meaningful impact on people's lives.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Geography

The profession includes the following types of role:

- Geographic Analyst
- Geographic Adviser
- Geospatial Information Specialist

The Government Geography Profession (GGP) ensures geographers across the public sector have the knowledge and skills to ensure space and place are at the heart of decision making. GGP recognises those who understand geographical techniques and use these spatial skills in their daily

work as well as those who have understanding of geographical principles and apply these to different aspects of their work.

This expertise covers the full breadth of the discipline and members are located across the UK. The profession welcomes those who are involved in analytical, scientific, policy, digital and operational delivery roles to join GGP.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Grants

The profession includes the following types of role:

- Grant Scheme Design and Development
- Grant Administration
- Grant Management
- Grant Leadership (eg Senior Officer Responsible, Senior Functional Lead, Head of Grants)
- Grants Champion and central/specialist support roles
- Monitoring and evaluation
- Compliance, Audit, and Assurance
- Grants Risk Management

The Government Grants Profession unites a diverse community of grant-making professionals from across government departments, arm's length bodies and the broader public sector. The grants profession is an open profession and interdisciplinary in nature - sometimes drawing on expertise from other professions such as Commercial, Finance, Operations, Project Management, and Policy.

The profession offers a broad range of opportunities for individuals involved in the design, management, and administration of grants schemes, contributing to meaningful work that delivers substantial public value.

As part of the Government Grants Management Function (GGMF), the profession works collaboratively to support effective grant outcomes, maximise value for citizens and the economy, and continually improve the efficiency and effectiveness of practices. The profession's strategic objectives focus on building capability, driving delivery excellence, and enhancing grant results for citizens.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Human Resources

The profession includes the following types of role:

- Casework
- Diversity & Inclusion
- HR Business Partnering
- HR Operations
- Learning & Talent Development
- Organisational Design & Development
- Policy & Employee Relations
- Reward
- Strategic Workforce Planning

Civil Service HR professionals help their businesses deliver through building a skilled workforce, developing effective and inspiring leaders, and making the Civil Service a truly great place to work – a place where people from all walks of life can flourish.

Human Resource (HR) roles within the Civil Service are diverse, challenging and rewarding. Roles in HR ensure the Civil Service has the right talent in the right place; we create world-class learning programmes to serve the public more effectively.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Knowledge and Information Management

The profession includes the following types of role:

- Information Architecture
- Information Management
- Information Rights
- Knowledge Management
- Library Management
- Records Management

The Government Knowledge and Information Management profession is made up of civil servants who curate knowledge and manage information in all its forms - assets that critically underpin the work of government.

Colleagues in this profession work in a range of disciplines, including information rights (Data Protection, Freedom of Information, Environmental Information Regulations), records management, information management, librarianship, knowledge management, information architecture and governance. They work in central Government departments, Government Agencies and Arm's Length Bodies, and their careers may span many different disciplines and organisations.

You can find out more [on the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Operational Delivery

The Operational Delivery Profession brings together Civil Service colleagues who deliver and support public services across government. Our members work in diverse roles across departments and agencies, including:

- Leaderships and management roles,
- Help, advice, support and service delivery roles,
- Validation, compliance, support, safety and enforcement roles,
- Business management and operational support roles.

What unites us is our commitment to delivering excellent public services, often working directly with citizens, businesses, and other stakeholders to meet their needs effectively and efficiently. From processing passports and licences to paying customer benefits, from helping people find employment to preserving our natural environment, from collecting taxes and census data to ensuring compliance with regulations, and from managing our prisons to securing our borders, our work makes a difference every day and helps the business of government run smoothly.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Policy

The profession includes the following types of roles:

- Policy Management
- Policy Design
- Policy Delivery / Implementation

- Strategy and Performance
- Parliamentary/Bill Teams
- Private Office

The Policy Profession is the second-largest profession in government. Policy professionals support ministers in designing, developing and implementing government priorities that impact society, the environment and the economy.

Drawing on a broad and diverse skill set, policy professionals:

- Work strategically to define and frame complex policy challenges.
- Collaborate across government and with delivery partners, businesses, civic organisations, and the public to co-design effective, inclusive policies.
- Use robust data and evidence to inform decisions and ensure policies are grounded in reality.
- Provide timely, well-structured advice to ministers to support informed decision-making.
- Support ministers to carry out their roles in Parliament and in the law making process
- Enable the successful delivery of long-term policy outcomes.

From negotiating international agreements and improving public services, to responding to national emergencies and protecting green spaces, policy professionals make things happen in government.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Project Delivery

The profession includes the following types of role:

- Leadership
- Project Delivery Specialists
- Business Analysis and Change Specialists

Government Project Delivery professionals are at the heart of how the UK government turns policy into reality. With thousands of professionals across departments and agencies, this vibrant community leads the delivery of portfolios, programmes and projects that transform public services, build critical infrastructure, and improve lives across the country.

The Government Project Delivery profession works collaboratively across government to develop the capability of people with professional skills, knowledge and expertise in government project delivery. Through networks, events, webinars and more, the profession builds and maintains a thriving community.

Find out more [on the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Property

The Government Property Profession manages the UK's largest and most diverse property portfolio, encompassing over 140,000 properties worth more than £180 billion across departments, delivery organisations and agencies. Its network of professionals includes Surveyors, Facilities Managers, Architects, Engineers and Environmentalists working collaboratively to transform public spaces and services.

The profession is creating an estate that is:

- Smaller – optimising our footprint.
- Better – enhancing efficiency and effectiveness.
- Greener – leading sustainable practices.

Within the profession, our Health and Safety specialists safeguard both physical assets and people. These experts:

- Foster a robust safety culture across the Civil Service.
- Identify and address common health and safety challenges.
- Establish consistent management approaches and best practices.
- Champion safety excellence, reinforcing the UK's world-leading position in health and safety standards.

Through their integrated approach, the profession ensures that government properties not only serve their functional purpose but also uphold the highest standards of safety, sustainability and efficiency for public service.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Risk Management

The profession includes the following types of role:

- Risk Manager
- Risk Business Partner
- Risk Analyst
- Assurance Lead
- Head of Risk
- Chief Risk Officer

The Government Risk Profession was established to help improve the management of all types of risk across all parts of government. The Risk Profession is relevant to everyone in government and is an important aspect of success within all public bodies.

Risk management enables organisations to identify, assess and understand their overall risk profile, so that those risks can then be appropriately controlled enabling better delivery. Risk management roles vary, but typical responsibilities include creating risk assessments, designing, and implementing risk management processes, carrying out assurance work, and quantifying risk appetite - the level of risk a public body is prepared to accept in pursuing its objectives. Senior risk management roles in government include Head of Risk and Chief Risk Officer, who play an important part in advising senior boards on management of risk.

Risk management can also be a secondary profession, and risk management practices and roles embedded are often found within project delivery, finance, policy, and commercial functions, among others. You are likely to consider risk management a secondary profession if you are a project manager identifying and managing risks to support successful project delivery; a finance professional assessing and controlling financial risks; a policy adviser considering risks to policy outcomes; or a commercial officer evaluating supplier and contract risks. This cross-functional approach ensures that risk management expertise is integrated throughout government operations.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Science and Engineering

The Government Science & Engineering (GSE) profession makes sure that the government has access to the best science and engineering expertise and advice by embedding science and engineering into government decision making and increasing the capability of scientists and engineers across government. From building and applying scientific knowledge, to conducting critical analyses, generating, and evaluating evidence or creating new standards the breadth of experience within the (GSE) profession is vast.

The profession has members across the civil, public and crown services, and is headed up by the Government Chief Scientific Adviser (GCSA) Professor Dame Angela McLean, the GSE profession is a diverse cross-government group of people who are connected to science and engineering either by their role, skillset or interests.

To support all our government colleagues, regardless of their background, the GSE profession has developed products to showcase the value of science and engineering across government. We provide career guidance and development opportunities for science and engineers and upskill all of government on how to access, understand and communicate science and engineering advice. The GSE career framework outlines the skills, knowledge and experience required to be an effective scientist or engineer in government. It presents four job families that describe the different government science and engineering roles across government with suggested development pathways.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Security

The profession includes the following types of role:

- Physical Security
- Personnel Security
- Cyber Security
- Technical Security
- Security Resilience
- Security Governance and Compliance
- Security Leadership

The Government Security Profession brings together security professionals working in government to help them gain skills and knowledge. It is part of the Government Security Function, which seeks to build the capacity and capabilities of security professionals across the UK Government, within diverse roles across Physical, Personnel, Cyber and Technical Security, Resilience, Governance and Compliance and Leadership roles.

Its vision is to create a world-leading and dynamic Government Security Profession which engages, supports and inspires our existing security professionals and continues to build a diverse, motivated and thriving security community.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.

Tax

Tax professionals are in job roles that require the application of tax knowledge or roles where people are building an understanding of tax, developed through professional learning or experience. This can be in one or multiple areas of tax (e.g. customs or VAT), and can be in different business areas such as compliance, policy development, litigation or operations.

The Tax profession offers a varied and stimulating range of career pathways in roles spanning a range of government departments across the UK. The largest presence of tax professionals sits in HM Revenue & Customs where there are opportunities to specialise in compliance, specialist tax help and advice, fraud, tax policy or as a manager. As a tax professional you may also work in the Tax Centre of Excellence (Tax CoE), a central resource for tax advice and services available to the public sector.

Find out more on [the profession's page](#). To join the profession, please use the link from the [Join a Profession](#) homepage.



Professions with membership requirements

These professions may require you to work in a specific role or have a specific qualification in order to join them. Some professions with membership requirements offer general information for non-members to understand more about how they work and the standards they adhere to.

There are **17 professions with membership requirements**. More information about these is covered in this section:

- Actuary
- Clinical
- Commercial
- Communications
- Counter Fraud
- Economics
- Finance
- Intelligence Analysis
- Internal Audit
- Legal
- Occupational Psychology
- Operational Research
- Planning
- Planning Inspector
- Social Research
- Statistics
- Veterinary

Actuary

Actuaries advise the government on significant policy initiatives where understanding and quantifying financial risks are critical elements of good decision-making. We specialise in risk analysis, modelling, quality assurance and data-driven insights across complex projects. Our work covers the public service pension schemes affecting 15 million people, including police, healthcare professionals, teachers and civil servants. Beyond pensions, our expertise spans insurance, investments, financial risk, social security, climate change, risk financing and health and social care.

Membership requirements

The following requirements apply to this profession: membership is only for those who are student, associate or fellowship members of the Institute and Faculty of Actuaries or equivalent professional actuarial body. Actuaries in the Civil Service primarily work in the Government Actuary's Department.

Find out more on [the profession's page](#). To contact the profession, use enquiries@gad.gov.uk.

Clinical

Until 2025 we had a Government Medical Profession that all healthcare professionals were expected to choose administratively as their profession for HR purposes. This exclusive title was not reflective of the breadth of healthcare professionals who work across Government in many varied types of roles.

To ensure the profession is more inclusive, we have now changed the name to the Clinical Profession in order to ensure all of our healthcare professionals can feel like they belong. This includes all clinical colleagues working across health and social care.

The public is entitled to expect that clinicians, wherever they may be employed including in the Civil Service, are professional, fit to practise, and follow their regulators' principles of good practice, *some* of which are described below:

Medical

The General Medical Council (GMC) has advised that to practise safely, doctors must be competent in what they do and follow the principles, values, and standards of professional behaviour expected as set out in Good Medical Practice

Nursing

The Nursing and Midwifery Council (NMC) Code presents the professional standards that nurses must uphold in order to be registered to practise in the UK and is structured around four themes- prioritise people, practise effectively, preserve safety and promote professionalism and trust.

Allied Health Professionals

The Health and Care Professions Council (HCPC) set out, in general terms, how they expect registrants to behave in their standards of conduct, performance and ethics. This includes what the public should expect from their health and care professional.

Pharmacists

The General Pharmaceutical Council has set out the nine standards for pharmacy professionals to be able to register and demonstrate their fitness to practise. The standards are a statement of what people can expect from pharmacy professionals.

Dentists

The General Dental Council sets standards for Dentists

Membership requirements

The following requirements apply to this profession: you must be a regulated clinician in good standing who is working in a role that requires your clinical skills/ knowledge.

Find out more on [the profession's page](#).

Commercial

The profession includes the following types of role:

- Strategy, Standards and Policy Development
- Understanding Needs and Sourcing
- Procurement
- Contract Management
- Supplier Management (including strategic supplier management by Crown Reps)
- Cross Pillar support through a Complex Transaction team
- Enabling Services

The Government Commercial Function (GCF) is a cross-government network of civil servants procuring, or supporting the procurement of goods and services for government. They are commercial experts who support departments in managing important commercial contracts and planning for future commercial needs. The Function aims to improve the commercial capabilities of the Civil Service to deliver the best commercial function in the UK. This will make significant savings for the taxpayer and deliver improved public services. Commercial experts, at grade 7 or above are employed by the Government Commercial Organisation

The profession supports the network to develop the knowledge and skills needed to compete successfully in commercial environments on behalf of the government.

Membership requirements

The following requirements apply to this profession: professional accreditation from the Government Commercial Function for those at grade 7 or above in commercial roles. Membership is for those working in a procurement role, supporting the procurement of goods and services for government or commercial experts who support departments in managing important commercial contracts and planning for future commercial needs.

Find out more on [the profession's page](#). To contact the profession, use gcf.communications@cabinetoffice.gov.uk.

Communications

The profession includes the following types of roles:

- Data & Insight
- Digital
- External Affairs
- Internal Communication
- Media
- Marketing
- Strategic Communication

Government Communications is the professional body for public service communicators working in government departments, agencies and arm's-length bodies.

Communication is one of the four main levers of government alongside legislation, regulation and taxation. Our mission is to deliver exceptional communications to support ministers' priorities, enable the efficient and effective operation of public services, and improve people's lives. Our role is to be a visible, trusted, strategic partner across government, delivering mission-led, trusted and innovative public service communications.

Membership requirements

The following requirements apply to this profession: you must be working in a government communication role with 50% or more professional communication responsibilities. Professional communications activities are those that require specialist communications expertise and align with the seven [Modern Communications Operating Model \(MCOM\)](#) disciplines. You must work in an eligible organisation: central government departments, or a devolved administration, or an Arm's-Length Body. [Check if you qualify.](#)

Find out more [on the profession's page](#). Contact the profession at: gcs@cabinetoffice.gov.uk.

Counter Fraud

The profession includes the following types of role:

- Leadership, Management and Strategy
- Intelligence and Analysis
- Investigation
- Fraud Control

The Government Counter Fraud Profession (GCFP), operated by the Public Sector Fraud Authority builds counter fraud capability across the public sector. The profession unites the counter fraud community under professional standards, practice and guidance, supporting its growth, and empowering its members to safeguard public services and combat economic crime.

Membership requirements

The following requirements apply to this profession: Individuals must demonstrate and maintain their knowledge and competency in their chosen discipline via a recognised pathway, which are Organisational membership, Counter Fraud Leaders Development Programme (CFLDP) and the Counter Fraud Investigator Apprenticeship (CFIA).

Organisational membership is available to public sector organisations that can demonstrate they meet the GCFP Organisational Membership criteria. Once a successful application has been made the organisation becomes a Self Certifying Organisation, at this point it may apply for its staff to become members of the profession. CFLDP is primarily for Senior Civil Service level counter fraud leaders, with considerations for those at Grade 6 level. CFIA is a two year apprenticeship which grants membership on completion.

Find out more on [the profession's page](#). To contact the profession, use gcfp@cabinetoffice.gov.uk

Economics

Government Economic Service (GES) economists can be found working across all areas of the Civil Service, providing economic analysis and insight in support of the entire range of UK Government and public service activities. Supporting policy development, public service delivery, ministerial objectives, or meeting at pace the issues of the day.

GES economists are employed by departments. The GESR Team based in HMTreasury works to support GES members, their employers, and the GES' senior leadership. This work includes promoting good analysis and use of evidence in government by maintaining professional standards and a technical framework, championing the use of economics in policy making and leading the central recruitment schemes that bring new economists into government. The profession provides learning opportunities for economists, including a large annual hybrid conference, seminars throughout the year, peer learning opportunities and centralised training courses, all of which supports the professional development of economists at each stage of their careers.

Membership requirements

The following requirements apply to this profession: Full membership is for those who have a first or upper second-class honours degree in economics (or international equivalent), or a postgraduate degree in economics. If it is a joint degree, at least 50% of the course modules must be in economics. Members must have studied both macroeconomics and microeconomics. The GESR team runs multiple central schemes for profession entry for apprentices, placement students and assistant economists and there is also departmental-led recruitment into the GES from grade SEO and above.

Find out more on [the profession's page](#). To contact the profession, use gesr.enquiries@hmtreasury.gov.uk.

Finance

The profession includes the following types of role:

- Management Reporting
- Financial Accounting and Reporting
- Financial Operations
- Finance Business Partnering
- Systems and Data
- Risk Management
- Strategic Finance
- Leadership
- Tax

The Government Finance Function (GFF) brings together everyone who works in finance, across every department and every public body. If you work in finance, you are part of the Government Finance Function. They have a common vision: "We put finance at the heart of decision making. Delivering value for money, strengthening public trust."

As a member of a recognised finance related membership organisation, you are part of the Finance Profession and if you are working in a related role you are also a member of the GFF.

Membership requirements

The following requirements apply to this profession: members must be working in a finance role or have a recognised finance qualification or current membership.

Find out more on [the profession's page](#). To contact the profession, use GovFinance@hmtreasury.gov.uk.

Intelligence Analysis

Intelligence analysts work throughout the Civil Service and wider public sector, providing insight to decision makers. The Professional Head of Intelligence Assessment (PHIA) leads the development of the Intelligence Analysis profession through analytical tradecraft, professional standards, learning and development and building and sustaining a cross-government community through governance and engagement. PHIA's learning pillar is delivered by the UK Intelligence Assessment Academy.

Membership requirements

The following requirements apply to this profession: only intelligence analysts in PHIA recognised teams or organisations can be members of the profession.

The criteria PHIA apply are:

- a. The team or organisation's principal activity is the production of intelligence assessment for operational, regulatory or policy decision makers;
- b. The output of the team or organisation should make appropriate and equitable use of all available sources of information to make intelligence assessment judgements;
- c. The team or organisation must adhere to all current and future PHIA standards, and can evidence doing so to the satisfaction of PHIA;
- d. That the subject of the analysis and assessment relates to UK national security.

Find out more on [the profession's page](#). To contact the profession, use phia@cabinetoffice.gov.uk.

Internal Audit

The internal audit profession involves providing independent assurance and advisory services to organisations, evaluating and improving the effectiveness of governance, risk management, and control processes.

Membership requirements

The following requirements apply to this profession: To be a member of the Government internal audit profession you'll need to be qualified, part-qualified or training towards the Chartered Institute of Internal Auditors (CIIA) Practitioner, Certified or Chartered qualifications; or qualified, part-qualified or training towards a recognised UK (ACCA, CIPFA, ICAS, Chartered Accountants Ireland, CIMA) or overseas equivalent accountancy qualification.

However, although membership of the internal audit profession requires qualifications, we welcome interest from anyone with complementary knowledge and skills.

Find out more on [the profession's page](#). To contact the profession, use GIAA.IAProfession@giaa.gov.uk.

Legal

Whether the government is creating new laws, buying goods and services, or defending its decisions in court, it needs significant levels of legal advice on a range of complex issues.

To carry out this work, the government needs its own lawyers and legal trainees who understand its business. Government lawyers work closely with ministers, policy makers and other professionals. They have a unique role in helping the government deliver its manifesto and run public services.

Membership requirements

The following requirements apply to this profession: membership is for those working in a government legal role, in a team that is managed by a Legal Director or equivalent.

Find out more on [the profession's page](#). To contact the profession, please email glpsecretariat@governmentlegal.gov.uk.

Occupational Psychology

Occupational psychology is concerned with the performance of people at work and with how individuals, teams, and organisations behave and function. It applies the science of psychology to improve the working experience for employees and the effectiveness of the organisation. This involves the application of scientific psychological knowledge within and across five work-related areas: psychological assessment at work; learning, training, and development; leadership, engagement, and motivation; wellbeing at work; work design, organisational change and development.

The profession has members across all the major government departments and many agencies and arms length bodies, working in both designated occupational psychology posts (i.e. posts that have qualification requirements depending on grade; see our [skills and standards](#)) and posts designated in other professions.

Membership requirements

The following requirements apply to this profession: membership is for those who hold a BSc (or equivalent) in psychology and intend to complete, are currently undertaking, or have completed a postgraduate (MSc) qualification in occupational psychology (or equivalent titled course).

Find out more on [the profession's page](#). To contact the profession, use government.occupationalpsychprofession@DWP.GOV.UK.

Operational Research

The Government Operational Research Service (GORS) is the professional body for Operational Research (OR) analysts in the Analysis Function in the Civil Service. They support policy-making, strategy and operations across Government through the use of various analytical and scientific techniques. Policy makers across government rely on OR analysts to model options and help them find solutions to complex real-world problems, thereby improving the quality of life for millions of people across the UK.

Membership requirements

The following requirements apply to this profession: membership is for those who pass a Government Operational Research Service badging board, assessed against the GORS technical behavioural framework.

Find out more on [the profession's page](#). To contact the profession, use gors.recruitment@hmrc.gov.uk.

Planning

Planners (sometimes referred to as town or urban planners) work across local and central government, arms length bodies, the third sector and in the private sector. They play a vital part in how we manage, change and protect existing and new buildings, public spaces, landscapes and infrastructure. They work across all geographic scales from national to hyper local.

Within national government planners are most likely to be involved in shaping and implementing policies for managing development through legislation, regulation, policy, best practice and stewardship of the activities that are delivered by local government, statutory consultees to planning and the Planning Inspectorate. Their work is at the heart of delivering economic growth, the homes communities need and the infrastructure (water, transport, energy) that facilitates economic activities while also delivering on environmental improvements, the journey to net zero and climate adaptation.

Professional planners do a wide range of roles within government including: expert advice on the operation and reform of the system of town and country planning and the Nationally Significant Infrastructure Projects regime; professional advice regarding Ministerial planning decisions for individual developments, the set up and delivery of major capital projects or programmes and modernising systems and processes through digital planning. They may also provide specialist advice, for example on transport planning, urban design, environmental regulation within planning or related parts of the regulatory system that interacts with planning e.g. building regulations.

Planning is an accredited profession via the Royal Town Planning Institute (RTPI), following the completion of education and work experience. You can join the Government Planning Profession if you are a member of the RTPI or are eligible for membership. We also welcome members of other

built environment professions including architecture, urban design, transport planning and ecology. If you work in a planning related role and are interested in becoming a planner we would also love to hear from you. We provide induction and training opportunities for colleagues who work in and around planning and welcome associated members of the profession.

Membership requirements

The following requirements apply to this profession: You should have Royal Town Planning Institute (RTPI) membership or eligibility to join RTPI and be working in a planning related role.

Find out more on [the profession's page](#). To contact the profession, use planningprofessionevents@communities.gov.uk.

Planning Inspection

Government Planning Inspectors are responsible for national infrastructure planning, which includes large-scale projects such as harbours, power generating stations (including wind farms) and electricity transmission lines. It is also involved in planning and enforcement appeals.

Membership requirements

The following requirements apply to this profession: membership is for those who have full or chartered membership of a relevant professional body such as Royal Town Planning Institute, Institute of Environmental Management and Assessment or Royal Chartered Institute of Surveyors.

Find out more on [the profession's page](#). To contact the profession, use enquiries@planninginspectorate.gov.uk.

Social Research

Government Social Research (GSR) is the analytical profession within government for civil servants who generate and provide social and behavioural research and advice. GSR members enable the government to understand issues relating to society, groups and individuals, and support policy debate and decision-making through a variety of approaches, advice and evidence. The GSR has professionally accredited members in over 50 departments and organisations.

GSR social researchers are employed by departments. GSR members come from a wide range of professional backgrounds and disciplines covering the breadth of social and behavioural sciences. They provide expertise in applied quantitative and qualitative design and analysis approaches, evaluation and interventions to solve complex problems. GSR takes a scientific and tailored approach supported by bodies of knowledge and a range of research methods to inform, influence and provide robust and defensible decision-making at all levels.

The GESR Team based in HMTreasury works to support GSR members, their employers, and the GSR' senior leadership. This work includes promoting good analysis and use of evidence in government, by maintaining professional standards and a technical framework, championing the use of social research in policy making and leading the central recruitment schemes that bring new social researchers into government. The profession provides learning opportunities for social researchers, including a large annual hybrid conference, seminars throughout the year, and peer learning opportunities, all of which supports the professional development of social researchers at each stage of their careers.

Membership requirements

The following requirements apply to this profession: Demonstration of sufficient social research expertise via a relevant qualification or work experience route. See [full criteria](#). Membership is either for those who have been recruited into a Government Social Research (GSR) post or those who are already in an analytical post doing social research work, with oversight from a GSR Head of Profession, and pass a badging assessment. Badging consists of a Knowledge Test and an interview.

The GESR team runs multiple central schemes for profession entry for apprentices, placement students and research officers and there is also departmental-led recruitment into the GSR.

Find out more on [the profession's page](#). To contact the profession use gesr.enquiries@hmtreasury.gov.uk.

Statistics

The Government Statistician Group (GSG) is the professional community for civil servants who are recognised members of the statistics profession. When you join the GSG you are called a government statistician or government data scientist.

To be eligible to join the GSG you need to have certain qualifications or experience. If your application is successful, you will then need to pass something called a badging exercise. This involves undertaking an online test and GSG Technical assessment. This may be done as part of the recruitment process or at a later stage in your career.

The Government Statistician Group (GSG) makes up a large part of the Government Statistical Service (GSS), which is the community for all UK civil servants that collect, analyse, produce and communicate statistics.

Membership requirements

The following requirements apply to this profession: individuals must meet the eligibility requirements through one of three routes: Qualifications, Apprenticeships or Experience. To assess technical skills to join the profession a badging board uses the GSG Competency Framework as the basis of assessment.

Find out more on [the profession's page](#). To contact the profession, use GSS.Recruitment@ONS.gov.uk.

Veterinary

Government vets provide an important service to the public, from disease control to safeguarding animal health and welfare. They work in a number of government departments and agencies, such as the Food Standards Agency and the Animal and Plant Health Agency as well as the devolved governments in Scotland, Wales and Northern Ireland.

The Government Veterinary Services (GVS) works to attract and retain talented individuals to the GVS profession, improve the skills and capability of veterinary professionals across government to enable progression to Senior Civil Service level and improve learning and development opportunities for GVS professionals across government. All UK public sector vets are automatically members of GVS.

Membership requirements

The following requirements apply to this profession: you must be a qualified veterinary surgeon who is currently on the Royal college of Veterinary Surgeons register.

Find out more on [the profession's page](#). To contact the profession, use gvs@defra.gov.uk.

The Line Manager guide was updated in August 2025. To report any errors or request an update, please send feedback to amoderncivilservice@cabinetoffice.gov.uk
