

Title: Developing Professional Practice in HR

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Date: 03/12/2018

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: Rhodri Packman

Date: 18/05/2020

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Activity 6

Reflection is an important part of any on-going learning and development. Shon (1983) sees reflection in action (thinking about how learning can be applied) as a key attribute of a professional. Antonacopoulou et al, (2005) suggest that every learner should reflect as it plays an important role in turning experiences into learning events; prompting the question 'what did I get out to this and how can I use it in my work?' I have used a reflective learning approach throughout my CIPD studies, taking moments to reflect both on my studies and what I'm applying at work. Using the Gibbs' reflective cycle (1988) as a basis for encouraging me to think in a systematic way about learning.

I have thought about how I learn best and believe that a mixed approach, which is learning via experience, reading and observing, works best for me. To this end I made sure that experiential learning was undertaken at work to back up knowledge gained on the CIPD course with shadowing visits for example, an important part of developing my practical knowledge.

Reflecting on the modules I have undertaken I have enjoyed all of them, as I am aware that I would never presume to know enough. My role in Chwarae Teg sees me dealing with equality and diversity issues so I was comfortable when these elements came to the fore during many of the modules, in particular Resourcing and Talent Planning.

I felt I learnt a great deal from the Employment Law module as my knowledge of practical HR in terms of the disciplinary processes was weak. This made me reflect on what I could do to improve this, so I did extra reading around the topic and joined the Chwarae Teg Employees Forum as this would give me a tremendous insight into questions staff were asking and enabled me to work with HR on their responses.

It was also interesting to learn more about coaching and mentoring in the Coaching and Mentoring Module. Whilst I run sessions on L&D for clients, mentoring receives little attention. This was rectified with updates being made to client information. I was also pleasantly surprised to see just how much coaching and mentoring I do for clients and colleagues, although internally at Chwarae Teg it is badged up in looser terms such as 'supporting colleagues', 'shadowing' and 'buddying'.

Whilst I was aware of what Employee Engagement was, going through the Employer Engagement module sparked my interest in the topic and I paid far more attention to what was being run internally, where the surveys came from and what happened to the results. Reflecting on this strengthened the approach I took when working with clients and I helped several implement their on engagement surveys.

Overall I took something from each module, and felt that the 'contributing' modules forced me to implement what I had learnt in the previous modules. This was invaluable as learning became more than just theoretical, it became practical and I am sure I learnt more from doing so.

Development record

NAME:	Rhodri Packman	MEMBERSHIP NUMBER:	4787112X
COVERING THE PERIOD FROM:	December 2018	TO:	June 2020

Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this? Any further action?
March 2019 onwards	Shadow visit with a colleague (A CP carrying out an initial client scoping meeting). Spend time observing colleagues who give HR advice and learn from the way they talk to customers in the business.	To understand how they use their CIPD qualification as part of the client experience.	That an underpinning of knowledge in a wide range of HR issues is very important.	Will use the information learnt and take it with me on subsequent client visits
Ongoing	Read People Management Magazine	To keep up to date with the latest thinking and trends in HR	Things move quickly and I need to keep on top of my studies.	Always learning from others and have adapted what I have learnt into workshops, internal documents and writing articles.
January 2019	Joined the employer forum	Curiosity! Push myself outside of my	Huge level of understanding of employees reaction to all sorts of HR	Continue to support my colleagues in the role as it forces me to keep up

		comfort zone.	issues, from policy, to employee voice, to disciplinary issues/	date with latest thinking.
June 2019	Ensure I am familiar with my organisation's people policies and processes, by reading through them. Identify the different questions I might ask if you were an employee, and work through some 'good' answers with a colleague	Give me greater insight into the HR department and the issues facing employees within the organisation.	I learnt that whilst policies are largely generic and there is little added about the values of the organisation. This needs to be rectified to make the policies more personal to CT	I have raised this as part of a review of policies within my role on the Employers Forum.
September 2020	I attended an online workshop about performance management.	Improve my knowledge as I was re writing content for a client workshop.	I learnt about the importance for management and employee appraisal training. How this provides a greater understanding of the process and encourages self-development and employee ownership of learning.	I have used this to improve the information about performance management systems explaining the purpose of appraisals to employees' encouraging them to take responsibility of their learning and promoting a learning climate. Also I incorporated an introduction to the appraisal process into workshop delivery.
March 2020	Attended an ILM webinar about coaching	The differences between coaching and mentoring and the importance of the role of managers in the design process.	That there needs to be top level buy in for a mentoring scheme to work.	I used this to inform internal work on our L&D strategy.

April 2020	Attended a Culture Amp webinar about giving difficult feedback as part of an appraisal.	Because of the change process we were going through this would be useful to know in terms of communicating change.	I learnt about the different forms of communications, tone of voice, stakeholder management were important during change.	This supported my CIPD study and assisted my role as change agent.

Personal Development Plan

NAME:	Rhodri Packman	MEMBERSHIP NUMBER:	
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COVERING THE PERIOD FROM:	December 2018	TO:	March 2020
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Planned outcome

Where do I want to be by the end of this period? What do I want to be doing? (This may be evolutionary or “more of the same”.)

What do I want/need to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
Organisational Development Shadow an OD specialist at a scoping meeting.	Shadow visit with a colleague (A CP carrying out an initial client scoping meeting).	Buy in from my team manager, support from the person I want to shadow, approval from the client.	A written overview of what was discussed by the specialist. Ability to put this into practice myself.	Review progress Q1 2019 Completion Q4 2019.
Organisational Development When organisational changes are happening take the opportunity to sit in on briefings to fully understand any changes. Create an FAQ to refer to when queries arise.	Discuss with line managers the issues that are being discussed in the organisation and arrange to take notes at appropriate meetings.	Buy in from SMT.	Sit in on 2 x developmental meetings. Create FAQ sheet that I can refer to and use to assist with OD issues I come across.	Completion Q3 2019.
Organisational Development Read up on an area of OD.	Select an area on OD that interests me. Read CIPD text books, listen to podcasts and review relevant literature and articles.	Find a suitable research area.	Reviews of podcasts, information gathered up and notes taken and reviewed and added to a PDP folder for access.	Ongoing – monthly.
Organisational Development Find out what diagnostic tools are used in the organisation to assess our capabilities and	Speak to the HR team to access the information. Review the relevant tools and information.	Support from HR. Access to tools.	Read up on the tools used and create a short report on the tools used and their appropriateness to my organisation.	March 2019.

why they are appropriate to our needs.				
Insights, strategy and Solutions Review a recent CIPD survey results (such as Employee Outlook or Learning and Development Survey), and identify any trends or risks which may impact your organisation.	Set aside time to review documents.	Time Access to CIPD resources.	A CIPD study will have been reviewed. Written trends/risks identified and a report written and past to line manager with the findings.	February 2019 And then review a survey/article every month from Feb 2019 – March 2020.
Insights, strategy and Solutions Network with external peers and colleagues to gather insight on factors that influence other organisations.	Find suitable networking opportunities (CIPD events) and schedule time to attend	Networking opportunities Time to go to events and buy from line manager to allow me to attend.	Take notes from networking sessions to use to review on-going CPD.	On-going but review each quarter.
Leading HR Ensure I am familiar with my organisation's people policies and processes, by reading through them. Identify the different questions I might ask if you were an employee, and work through some 'good' answers with a colleague. Spend time observing colleagues who give HR advice and learn from the way they talk to customers in the business.	Find and review the organisation's people policies. Observe colleagues delivering HR support and arrange time with them to go through the information they provide to clients.	None other than setting time aside to review the policies. Ask suitable colleagues for support in shadowing them.	Written notes taken from the review of the policies. Written notes taken from the shadowing sessions. These should be reviewed for understanding.	End of Feb 2019. On-going if possible but 1 shadow every quarter.

Leading HR Undertake some online research using the CIPD latest surveys to identify trends in HR thinking and practice. Pick some of these ideas to share with my colleagues, and discuss how your organisation might benefit from these insights.	Set aside time to research and review CIPD studies.	Time Access to CIPD resources.	Reviews of podcasts, information gathered up and notes taken and reviewed and added to a PDP folder for access. Feedback from colleagues on the accuracy and relevancy of the information provided.	February 2018 And then review a survey/article every month from Feb 2019 – March 2020.
Curious Volunteer to support a wider organisation working group or project to understand broader issues and how HR connects with other functions and departments.	Identify a suitable working group and actively take part.	Support from line manager to identify a working group/project.	Notes taken and reviewed after each meeting. These will then be used to create a flow chart showing the linkages between departments and the HR issues that they face.	Q3 2019.
Personally Credible Discuss with my manager where I would like to take my role in the next 12-18 months (or what I would like to have achieved). Use this to identify areas where I may need to develop your knowledge, skills and expertise and create an appropriate action plan.	Have a written plan in place for how I see my career progressing as I learn and develop my HR skills.	Ongoing CIPD course attendance. Written plan.	This is crucial in identifying future career paths internally. Meet with manager and show I am serious about HR career progression. Result will be a written plan with personal objectives and milestones for my learning and growth potential.	Next personal review will be in January 2018.

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