



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing professional practice in Human Resources

Word Count: 900 (excluding tables)

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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: N.Williams

Date: 26 April 2020

Development plan

NAME:	Nia Williams	MEMBERSHIP NUMBER:	53274221
COVERING THE PERIOD FROM:	September 2018	TO:	May 2020

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
<u>Insights, strategy and solutions</u> Developing an understanding of the organisation using information and own experience.	To develop this, I will need to study the organisation hierarchy to understand the structure. This will require me to create an organisation hierarchy in order for me to visually see it and understand it better. I could also read and understand the college policies that are in place. I could also undertake some online research using the CIPD website on the principles of business as well as reading HR textbooks.	I will need a database from resource link on all employees with their post IDs in order to create the organisational hierarchy by hand. I will also need to read the policies and understand them in order to know the principles and the courses of action that are in place. I will use the following resources to undertake research on the principles of business: CIPD Website – Developing principles of business. Studying HRM (Taylor and Woodhams). Introduction to HRM (Leatherbarrow, Fletcher and Currie). Research will be presented in the form of a spider diagram.	Giving advice to others about the organisational chart, business principles and policies.	December 2018

<u>Insights, strategy and solutions</u> Relevant law for own role (or where to access legal information if required).	I will find out from my HR colleagues where to source relevant and up to date employment law relevant to my own role. I will also do secondary research to read about employment law.	I will need the help of other HR colleagues to give me advice on where to source relevant and up to date employment law regarding my own role. Website: CIPD Book: Employment Law (Lewis and Sargeant, 2017).	Have the knowledge on employment law from my own research to advice others.	January 2019
<u>Service delivery and information</u> The main stages of the employee lifecycle.	I will find out about the key stages of the employee lifecycle by reading about the 7 stages online. I can then find the main HR processes used through my own experience at Coleg Sir Gar at every stage of the cycle and also through the help of co-workers.	I will need to firstly read the following website on the stages of the employee lifecycle: https://www.questback.com/blog/the-7-stages-of-the-employee-lifecycle-and-why-they-matter/ I will rely on my own experience of being a HR Administrative Assistant and Assistant HR officer to know what we do for each stage of the life cycle. I will also need the help of co-workers.	To know what the organisation does at each stage of the employee lifecycle and work towards improving our processes based on research.	February 2019
<u>Service delivery and information</u> Provide a HR service which is focused on the customer, asking the right questions to meet their needs.	Review my own approach to work by asking others for feedback on the way I work. This will indicate how effective and efficient I am in my approach to customers and ways that I can improve in the future with regards to customer service.	Asking colleagues in the HR department for feedback on the way I work and deal with customers. This can be done through one to one meetings/appraisal.	To take on board colleagues' feedback and change my approach to the way I work.	March 2019
<u>Curious</u> Finding out about the connections between wider organisational issues and own role.	Discuss with my line manager the current issues for the organisation and how my role connects or impacts these. I could search online newsletters, blogs and set aside time to read and learn from them. I could also select a HR issue and set	Discuss with my Line Manager the current issues of the organisation and how my role connects/impacts these. Secondary research could also be conducted e.g. search online newsletters and blogs.	Presenting a report to the executive board on why there is an increase in sickness absence and how it can be minimised through conducting primary and secondary research.	May 2019

	aside time each week to find relevant articles and reports e.g. reasons for the rise in sickness absence.			
<u>Curious</u> Analysing information and testing out ideas with others.	Find out what processes other colleges use e.g. what channel do they advertise through? What they do for each stage of the employee lifecycle? This will lead to ideas on how to improve our process. I could also search for online newsletters, forums and blogs that are relevant to my role/organisation. I could sign up to receive updates and set aside time to read and learn from them.	Forming a relationship with other colleges around the area to find out their processes. I will also need to search for online newsletters, forums and blogs and sign up to receive updates and read them.	Having a range of different options to present to my line manager with regards to a new recruitment channel.	June 2019
<u>Collaborative</u> Showing sensitivity and respect for other's feelings, cultures and beliefs.	I will research and increase my understanding of the cultures and beliefs of employees within Coleg Sir Gar. I will identify any issues in HR policies that could disadvantage some employees and I will highlight to the HR director.	I will need to read the policies in depth and identify any issues that could disadvantage some employees. I will then need to support my findings to the HR Director.	To create a new policy that doesn't yet exist within the college e.g. transgender policy.	August 2019
To complete the new CIPD map.	I will go onto the CIPD website and complete the new CIPD map. This map sets out the international standard for HR professionals to make their greatest impact and to evolve and develop the core capabilities needed to thrive in an organisation.	CIPD website – My Map.	To work towards the gaps identified from my assessment and work towards the next band up.	November 2019

Be involved in a disciplinary hearing	I will offer to note take when the opportunity of a disciplinary occurs.	I will need a disciplinary to occur in order to note take and to gain experience from the process and to give advice regarding the process in the future.	The success criteria would be taking part in the disciplinary, producing effective notes and getting positive feedback from the disciplinary officer and my HR colleagues.	April 2019
To undertake various training for line managers to further develop them on processes	I will provide training to line managers on various areas such as coaching and mentoring, RTW training, absence training and appraisal training.	I will need the support of my colleagues to help arrange the sessions. I will also need line managers to attend the session.	The success criteria will be organising successful sessions for line managers where they find it helpful. Another success criteria will be to receive positive feedback from line managers on how useful the sessions are.	Ongoing throughout the course
To change a process that is not effective	I will change the induction process as it is not working effectively. I will read around the importance of an effective induction process and the consequences of not having an effective induction in place. I will read: https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/induction-factsheet https://archive.acas.org.uk/article/5714/What-should-be-on-your-induction-programme-for-new-recruits-	I will do research around an effective induction process. I will also meet with my line manager and fellow colleagues to brain storm ideas on how to improve the current induction day.	My success criteria will be to change the induction process to something more effective in order to reduce sickness absence levels, turnover and to increase motivation, employee engagement and performance. My success criteria will also be to receive positive feedback from the new induction process.	July 2019

To work effectively in a team	I will work in a team by working with fellow students to accomplish a task as part of my CIPD work.	I will need the support of my fellow colleagues to accomplish a task given by the lecturer. We will need to have good communication skills, delegating skills and good time management in order for it to be successful.	The success criteria will be how I felt during and after the group work and the finished project. Another success criteria will be the feedback received from the lecturer.	May 2019
To produce effective guidance on processes for line managers	I will put together guidance on certain processes such as conducting effective RTW, managing sickness and conducting effective appraisals.	I will need the support of my colleagues to proof read the guidance that I will provide line managers. I will produce these documents on a word document.	My success criteria will be having positive feedback from line managers on how effective the guidance is.	July 2019
To conduct primary research on employee engagement at CSG	I will conduct primary research such as employee engagement survey to see how engaged employees are at the college. This will highlight any issues at CSG and the factors that contributed to those issues. It will also lead to possible suggestions to increase employee engagement.	I will need to research effective employee engagement questions in order to create my own engagement survey to distribute to employees. I will need the support from exec and my line manager in order to distribute to employees. I will also need employees to fill in the questionnaire.	My success criteria will be to get employees to complete my survey. This will allow me to pull common themes and draw conclusions from the results. It will allow me to make suggestions on how to increase employee engagement and implement it in the organisation.	September 2019

Development record

NAME:	Nia Williams	MEMBERSHIP NUMBER:	53274221
COVERING THE PERIOD FROM:	September 2018	TO:	May 2020

This record sheet is for your guidance only – you may present your development record in any other format.

Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this? Any further action?
December 2018	In order to develop an understanding of the organisation I produced a database from resource link on all employees with their post IDs in order to create an organisational hierarchy. To further understand the organisation better, I read the college policies. I also undertook further research using the CIPD website on the principles of business as well as reading Taylor and Woodhams (2016).	I did this to develop my understanding of the organisation further, and because I was new to my role as Assistant HR Officer. I also learnt this because I wanted to be able to give accurate advice to employees about the organisational chart, business principles and policies.	I learnt how the organisation operates, the different departments and I now have a more in-depth knowledge of the policies the college has in place and the business principles.	I used this information to give advice to employees e.g. advice on maternity leave and sickness pay. I will continue to use this knowledge going forward in the organisation. I will also make sure that I am kept up to date in any changes in employment law by reading ACAS and CIPD and to apply it to the organisation.
March 2019	I did research surrounding employment law. I did this by finding out from my HR colleagues where to source relevant and up to date employment law relevant to my own role. As well as being taught by Hannah Dahill an Associate Director at Morgan La Roche who had a vast amount of knowledge surrounding the subject, I also read around the law by reading the Employment Law textbook by Daniels (2019).	I did this because the law around employment changes constantly and I wanted to develop my knowledge greater to be able to give advice to employees.	I learnt the following: The process of employment Tribunals, different forms of discrimination in relation to recruitment and selection, redundancy process, law surrounding working time, payment of wages, payment and sickness, maternity/paternity rights, statutory adoption leave, shared parental leave, parental leave and time off for dependants. I also learnt the health and safety legislation, equality act, contract of employment and unfair dismissal.	I have used this in my day to day work by giving advice to employees on things such as maternity/paternity rights, sickness rights, time off for dependants etc. I will continue to use this going forward.

September 2019	I researched the key stages of the employee lifecycle by reading research found online. I then found the main HR processes used through my own experience at CSG at every stage of the cycle and also through the help of co-workers. I used following websites on the stages of employee lifecycle: https://www.questback.com/blog/the-7-stages-of-the-employee-lifecycle-and-why-they-matter/	I did this to develop my own understanding around the area and to improve the processes at CSG based on my own research.	I learnt the different stages of the employee lifecycle: Attraction, recruit, onboarding, development, retention and separation. This was then linked to my employee engagement module where I measured the employee engagement in the organisation by distributing a survey to employees. Poor engagement can lead to high turnover and sickness absence. This was something that the college was experiencing. To reduce the volume of employees going through the employee life cycle in a short period of time, it was found that the following needed to be addressed: Recruit the right line managers through a rigorous interview process so that they have the same values and behaviours as the organisation. Engage managers with company strategy – people feeling inspired by likeable and charismatic managers is important. There needs to be some kind of process that engages managers with the strategy, enabling them to see what people need to engage with. Start from the top – For line managers to understand the company strategy and purpose it needs to be clearly communicated from above. Training – Investing in training for line managers is valuable.	I will continue to research around the employee lifecycle and improve the processes at CSG based on this research.
March 2019	I reviewed my own approach to work by asking others for feedback on the way I work and deal with employees. This was done through an appraisal with my line manager.	I wanted to review my own approach to work to see how effective and efficient I am in my approach to employees and how I could improve in the future with regards to customer service.	From my appraisal I learnt that my line manager saw me as being organised having good time management skills, work well within a team, people person, deal with queries efficiently, not afraid to ask for help. Something to improve on was that I take on too much work and take on too much from line managers when they should be dealing with some queries themselves.	I've learnt that I need to put queries back on the line manager and learn that not everything is a HR query. This will free more of my time.
May 2019	I discussed with my line manager the rise in sickness absence within the college. As well as studying the primary evidence within the college through sickness absence figures and disturbing a questionnaire to employees, I	I presented to the board in order to bring to their attention the issue surrounding sickness at the college. I wanted to present the figures and the cost to the college. I also wanted to bring to their attention the possible reasons for the absences	From conducting this report I learnt that line managers need to have regular contact with employees regardless if they are off for a short period of time to allow for a flow of communication and for the line manager to know what the problem is, how they can help the	I have given regular training to line managers around the importance of RTW and how to conduct them. I have also made improvements to the sickness system by developing a new system with IT. I will continue to review the sickness statistics to see

	researched online, read articles and reports on the reason for the rise in sickness absence. I conducted a report which I presented to the executive board on why there is an increase in sickness absence and how it can be minimised through the research that I conducted.	and ways that the college can improve them. Ways identified were to promote wellbeing, having an effective RTW in place, having a clear policy and training for line managers in managing absence.	employee to get better and what measures to put in place. I learnt that training needs to be organised by HR for line managers to attend on a regular basis. RTW needs to be conducted on the first day an employee returns to work. Employee wellbeing also needs to be improved with ideas being having more than 1 well being day a year. I also learnt that there needs to be improvements to the sickness system and there needs to be a clear sickness policy in place.	if there is an improvement in absences now that the college is adopting new ways to improve sickness highlighted in the report.
June 2019	I researched what processes other colleges use e.g. what channel do they advertise through? What their application process is like. This lead to ideas on how to improve our processes. I researched online and telephoned colleges around the area such as Gower college and Neath college.	I researched what processes other colleges use in order for CSG to have a more robust system in place. It's also important that CSG have a robust system in place in order to compete against other colleges in the area.	I learnt that some processes at CSG were outdated from research conducted. For instance, our equal opportunities form only gave the option of "male and female" for applications to tick. Since researching what other colleges use and researching ACAS online, this has since been updated to include male, female, transgender, non binary, other and prefer not to enclose.	I will continue to research and keep up with changes in employment law and update our documents accordingly.
August 2019	I researched and increased my understanding of the cultures and beliefs of employees within CSG. I identified any issues in HR policies that could disadvantage some employees and I highlighted to the HR Director. From this I identified that we did not have a transgender policy. I therefore created one.	I created a transgender policy as we had one member of staff that was transgender and we did not have a policy in place. I felt it was important to create one. This was created in line with the ACAS guidelines.	I learnt a lot around transgender from the research that was conducted from the CIPD website and ACAS.	This policy will be used to refer to when necessary. The policy will be updated as and when the guidelines change. I will continue to keep up to date with changes in the law surrounding this.
September 2018- May 2020	After every module I completed the CIPD profession map to work towards the gaps identified from my assessment and work towards the next stage up.	This map sets out the international standards for HR professionals to make their greatest impact and to evolve and develop the core capabilities needed to thrive in an organisation.	From the on the job training that I submitted for each module, I evaluated where I was on the map and what I needed to do to work towards the next stage up.	I used this to improve on my level and to evolve and develop the core capabilities needed to thrive in my current role.
December 2019	I was note taker in a disciplinary hearing.	I offered to be notetaker in order to gain experience as I had never been involved in the process before. It was also a good opportunity to understand the process as a whole.	As well as being notetaker in the disciplinary, it was also a good opportunity to understand the process from investigation, to observing the HR officer with preparing invite letters to disciplinary hearing to preparing disciplinary folders for the day. It was also a good experience to witness a hearing with a union representative involved.	Since this, I have attended approximately 6 other hearings as a note taker to gain further experience as each hearing is so different. To progress further in the future, I would like to take part in the investigation stage.
Ongoing throughout the course September 2018-May	I provided training to line managers on various areas such as coaching and mentoring, RTW	I provided training on various areas to give a refresh on processes to line managers.	I did this to make sure that line managers are following processes correctly. It's important that line	I have continued to give regular training to line managers and will continue to do so going forward with

2020	training, absence training and appraisal training.		managers have regular training on HR processes. It's important to make sure that line managers are following the correct procedures, as this will cascade down the organisation.	the support of my line manager and fellow colleagues.
July 2019	I changed the induction process as it was not working effectively. I did this by reading the literature first (Acas, CIPD). This was apart of the contributing to change module. Before the change, the induction day was a full day where it was long, had too much detail and was death by PowerPoint. Feedback from attendees also suggested this. The induction day changed to a more informal day where the Principal would give an introduction to the college along with the vision/mission where the Assistant Principals would also join where the new employees would be able to get to know them better and ask them any questions. Instead of the session taking all day, the session was changed to 2 hours in the morning.	This was changed because of poor feedback from employees. A poor induction can lead to high turnover, high absenteeism, poor performance and de-motivated employees.	I learnt that the new process was much more successful in terms of feedback from employees. After contributing to the management of change module, I now recognise myself as being on the associate level where I know how to do a SWOT analysis, and use data to create a case for change. I know the different change management approaches and their advantages and disadvantages. I know how to explain why change is happening and basic models for how people experience change. I know how to conduct skills or capability audits and gap analyses in the area of work and the different levers I can use to enable change in my current work. As demonstrated in this module I know how to plan and deliver a project including goals, milestones, resources, risks, costs and interdependencies.	After a discussion with my line manager, in order to develop further in this area and to be at the chartered member level, I will need to know how to use a range of evidence to develop a costed business case. I will need to know how change management methodologies can impact culture in different ways and how to apply principles of the psychology of change, and how to maximise the way people are listened to during change. To be at this level I need to know how to assess the current and future organisation capability and readiness for change across a range of stakeholder groups, how to assess which levers will achieve and sustain change, and how to select the right project methodology and resource, plan and deliver a project and manage risks (CIPD, 2019). This may be through further research such as journal articles, textbooks and attending CIPD events.
May 2019	I worked as part of a team with fellow students in my class by producing a poster on the topic "performance management in south wales". This poster had to include relevant theory such as the performance management cycle, plus research to demonstrate the link between performance management practices and organisational performance. We had to include examples from our organisation such as Coleg Sir Gar, Chwarae Teg and the National Autistic Society. We also had to say whether or not our organisation needed to change. This poster was planned on the 3 rd of April in class where we delegated tasks out amongst the group and completed on the 1 st of	As part of this module I had to work within a group on the performance management topic. We were placed in a group in order to share ideas and experiences from our own organisations. The main purpose of the task was to develop our understanding on the topic and to work as part of a group to develop our team working skills.	I felt that working in a group changed my way of thinking and it also allowed me to experience the advantages of working in a group. These consisted of a sense of accomplishment, mutual support from other team members and high efficiency. I also felt that each member of the team played a different role which made us work well as a team. I took the plant role where I was the more creative member, whereas Lianne took the co-ordinator role where she delegated tasks, and Rhodri took the shaper role where he ensured the team moved forward and did not lose focus.	I have transferred the skills of working in a group to my current role by working with my fellow colleagues on projects such as producing competency frameworks, producing policies and working together doing payroll. Team work is essential within the HR department, and this is something that I will continue with. It's also essential to identify each person's strengths and weaknesses to delegate tasks to in order to reach the common goal.

	May.			
July 2019	I produced guidance for line managers on how to conduct effective RTW discussions, managing sickness and conducting effective appraisals.	I did this in order for line managers to have guidance to keep in case they forget how to do something. This would also free up HR time with small repetitive queries.	Producing guidance for line managers has meant that HR time has been freed up from the same queries coming in. Producing a step to step guide for them allows them to have a copy should they wish to re-fresh their memory.	I will continue to produce guidance for line managers, and I will continue to update them going forward.
September 2019	I conducted primary research such as an employee engagement survey to see how engaged employees are at the organisation. I did this by distributing the survey to employees attending two sessions on staff development day where a post box was provided for staff to post their surveys anonymously.	I did this to understand how engaged employees are within the college and how we can help to improve this. Poor engagement can lead to high sickness absence rates and high turnover rates which was an issue in the organisation.	The key themes from the survey that were highlighted that was an issue within the college were, recognition/praise, employee voice, development, opportunities to learn and grow and individual progress. Most issues identified by the surveys were linked back to line managers. From the research that was conducted, it was clear that line managers were not effective in promoting employee engagement. Employee voice was rated low, employees aren't praised or recognised by line managers and employees do not have clarity between their job and vision and aims of the organisation. Ways I identified to improve this was: Recruit the right line managers through a rigorous interview process so that they have the same values and behaviours as the organisation. Engage managers with company strategy – people feeling inspired by likeable and charismatic managers is important. There needs to be some kind of process that engages managers with the strategy, enabling them to see what people need to engage with. Start from the top – For line managers to understand the company strategy and purpose it needs to be clearly communicated from above. Training – Investing in training for line managers is valuable.	I will continue to analyse turnover rates and sickness rates within the college. I will also measure employee engagement on a regular basis to see what trends emerge and if there is any further action to take.

Reflective Statement

According to CIPD (N.D), reflection deepens learning. It enables us to make sense of what we've learned, why we learned it, and how each increment of learning took place. It is about linking one increment to the wider perspective of learning – heading towards the bigger picture. Reflection can be emotional and physical and it is linked with our values and social identity. The following reflective writing is based on research from CIPD(N.D), (Bolton (2010), Jasper (2003) and Schon (1983).

During my CIPD course I set out to achieve many things as outlined in my development plan. I have learnt many things during this time such as how the organisation operates, understanding of the organisation policies, employment law and employee engagement within CSG and ways to increase this. I have also learnt how to improve my own approach to work, I investigated a HR issue within the college and presented a report to the executive board. I updated policies in line with employment law, took part in a disciplinary hearing as notetaker and provided continuous training to line managers on topics such as conducting an effective appraisal, how to manage staff when they are on sickness leave and coaching and mentoring. I have also learnt that in order to improve processes in the college, primary research needs to be conducted in order to understand the full extent of the issue. From this it is clear to see what needs to be implemented to improve the situation. I have also learnt the benefits of working within a group for the performance management module and transferring these skills and benefits to working in a team within my organisation. I have also learnt that setting realistic time frames for my development plan works, as I feel that I have achieved everything that I set out to do in the time frame that I wanted to do it in. I have also learnt that being organised and planning forward helps to achieve the time frames I set myself.

The outcomes I set out to achieve formed evidence for most of my contributing modules. For instance, I wanted to tackle the rise in sickness absence within the college and so it made sense to do this as part of my research approach module. Another example is coaching and mentoring line managers in the organisation. This was then explored when doing the “contributing to coaching and mentoring” module. On the job training also contributed to my development needs as before studying this course, I didn't have experience of attending a disciplinary. As it was a requirement for me to sit in on a disciplinary as part of my “on the job training”, this was a great opportunity for me to do so. Since this, I have been asked by my line manager to note-take on every disciplinary we have had since. I would therefore say I did achieve my learning outcomes that I set out from the beginning.

There were some challenges along the way for instance, planning to take part in a disciplinary is hard because you never know when the next disciplinary was going to happen therefore the date I originally planned to do this, slightly moved. Another challenge was my lack of experience and therefore not having a vast amount of knowledge to perform certain tasks. For instance, I had to familiarise myself with coaching and mentoring in the college first and understand the academic side of the college by various meetings which can take some time to organise before putting in place training. Another challenge for me was working within a group as part of my performance management module. Initially this was something I wasn't looking forward to do as it meant I had

to rely on other people to be motivated and produce good quality work. This was one of the biggest barriers that I have overcome whilst studying the CIPD as afterwards I really enjoyed the experience and also getting to know others on the course and understanding their organisation. Our experience during this worked well because we all understood each other's role and each other's advantages and disadvantages.

Everything I have learnt and set out to achieve will also be useful going forward. For instance, employment law is always changing and therefore policies, procedures and guidance for line managers will need to be reviewed and updated. This will mean that training will also need to be updated and given regularly. The skills I have learnt during my disciplinary experience will continue to be developed as I am now more involved in the process. This course has allowed me to gain the knowledge from theory taught in class and apply it to my own organisation and progress my career further within HR. The experience I have gained from this course also contributed in my progression from HR administrator to Assistant HR Officer.

Moving forward, I will continuously measure myself against the CIPD professional map in order to see what level I am at, and what I need to do to strive to the next level as I have done during this course.

References

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