

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5CDPP

LO1 - Understand the components of a specific HR career development programme

LO3 - Be able to manage self and workload to meet performance requirements

LO5 - Be able to apply CPD techniques to devise, implement and review a personal development plan

Word Count

Student Name: Deborah Telfer-King

Student Number: 1905446

CIPD Membership Number: 55478631

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 *Deborah Telfer-King*

Date 07/01/20

Developing Professional Practice in Human Resources

LO1 Understanding the components of a specific HR Career Development Program

Introduction

As a student completing the CIPD Diploma in Applied Human Resources with the University of Wales Trinity Saint David, this is part of the Higher Apprenticeships in HRM, as being defined by the Quality Assurance Agency for Higher Education (QAA)

I have signed up to do this through Coleg Sir Gar over a 2 year period distant learning plan the time will be divided up between,

- Undertaking the role
- Being taught off-the-job(e.g. attending college)

I am expected to attend college on average once a month, with most of my learning being “distance learning”, this means a lot of work will be done by myself, using resources I find and also those I am provided with.

What Support do I get?

As a student of UWSTD and Coleg Sir Gar there is a range of resources available, online and physical libraries and student services. Students are supplied with a UWSTD Hwb app which provides all key UWSTD information. This app gives students access to the following:

- Library – A link to the library websites, where you can search for resources and books, opening times, student essentials help and support
- Moodle – My Moodles hold the components of the course, every module has its own tab that provides the information of learning outcomes, with information of where to find the information, this might be mandatory reading or suggestions. This also hold the Programme Handbook that not only guides you through the programme of study and structure but also helpful information about university, guidance, and university regulations.
- My Timetable – where I can log the course dates / dates when to hand work in by and log what work I want to complete.
- My Mail
- My Student Record – The MyTSD Portal, that holds the students login details, Results and progression to keep track of what has been completed and shows how the student is progressing. A “useful link” that takes you to Student Services, (A professional support Service that provide high quality information, advice and guidance to all students) Student Loans, and the NUS

- Academic Support – Links to study support, library services, regulations, (Student guide, Student Charter, Student Code of Conduct and other policy's) surveys and feedback, postgraduate research and online & distance learners
- Health and Wellbeing – Student Health support ranging from mental health, medical support, sexual health, to Healthy living, mindfulness, and healthy eating.

The aim of this Apprenticeship is to give students a sound understanding of the knowledge, skills and behaviours that are required by (HR) professionals. The modules explores the range of roles and career paths available and considers the wider performance needs including work management, creative problem-solving and teamwork all of which is required of HR professional.

Why the CIPD and who are they?

The Chartered Institute of Personnel Development (CIPD) is a professional body for HR and people development, who have over 100 years of experience in setting the benchmark for excellence in people and organisations. By studying for this qualification I am demonstrating my commitment to taking that challenge seriously. (Peter Cheese Chartered FCIPD) Bruacher. To achieve my potential I needed to join as a student member where I have all the resources and instant access to a range of HR and L&D benefits, information/employment law at work, study factsheets, surveys, guides, online journals, and lots more which is available 24/7. Being part of the CIPD student member gives me the chance to expand my network, by attending local events organised by my CIPD branch and being part of a community.

What will I learn?

The course is broken down into 16 modules, these all take me through what I need to learn to be a successful HR Professional, with the quantities and skills required for the exercise of personal responsibility and decision making. Along with enhancing my own personal development using the professional map provided by the CIPD

- Using a research approach in HR
- Developing professional practice in HR
- Understanding the contemporary HR function
- Understanding the Business context of HR
- Understanding employment law
- Understanding the management of employment relations
- Understanding the link between individual and organisational performance
- Contributing to improving organisational performance
- Understanding employee engagement
- Contributing to employee engagement in the organisation
- Understanding the management of change
- Contributing to the management of change
- Understanding coaching and mentoring in the organisation
- Contributing to coaching and monitoring in the organisation
- Understanding resourcing and talent planning
- Contributing to resourcing and talent planning in the organisation

These modules will give me the understanding of the components of my HR career development, I will be expected to identify and collect information relating to my development including:

- Key Components of the programme
- Organisational arrangements
- Any codes of practice
- Key sources of information

Codes of Conduct Students must abide by

Student Code of Conduct

Overview

Recognise the importance of equality and diversity

Safe learning environment for all

Act as an ambassador for the university through good conduct and engagement with the local community and environment.

Equality Act 2010 – Protected characteristics (race, religion belief, disability, sexual orientation etc.)

Bullying, Harassment.

Misappropriate use of University Property.

Health and Safety

Compulsory attendance

See [https://www.uwtsd.ac.uk/studentcharter/"\).e](https://www.uwtsd.ac.uk/studentcharter/)

CIPD Code of Conduct

All CIPD members must commit to upholding and maintaining the standards and behaviours set out in our “Code of Professional Conduct document”. These are grouped under four principles:

- Profession Competence and Behaviour
- Ethical Standards and Integrity
- Representative of the Profession
- Stewardship

https://www.cipd.co.uk/Images/code-of-professional-conduct_tcm18-14510.pdf

The Standards apply equally to all CIPD Members regardless of their level of membership”

Induction Questionnaire

Diploma in Applied Human Resources

September 2018

	Question	Answer
1	When, where and at what time will the course will be delivered?	20 th Nov 2019 4 th Dec 2019 22 nd January 2020 19 th February 2020 18 th March 2020 22 nd April 2020 20 th May 2020 24 th June 2020 8 th and 15 th July 2020 16 th September 2020 14 th October 2020 11 th November 2020 9 th December 2020 13 th January 2021 10 th February 2021 10 th March 2021 21 st April 2021 12 th May 2021 Coleg Sir Gar, Pibwrlwyd Campus, Carmarthen, SA31 2nh 9.30-4.30ish
2	How many modules form part of the programme?	16
3	What are the term dates for this year?	Induction – 25/09/19 Term 1 – 23/09/19 – 13/12/19 Term 2 – 06/01/20 – 27/03/20 Term 3 – 20/04/20 – 10/07/20
4	What is Moodle?	A Moodle is an acronym for Modular object-orientated dynamic learning environment used for online courses by educators and trainers to achieve learning goals
5	What is Eduroam?	Eduroam is a roaming service used in research, higher and

		further education, by teachers, researchers and students, for an secure network access when visiting an institution other than their own
6	What is Turnitin?	Turnitin compares your work against a database of academic sources, student papers and websites to check for plagiarisms.
7	Do you know when you are required to hand in work?	Yes all details are in the Handbook "Programme Structure" Page 11
8	What is the core text for this programme?	Studying Human Resources Management 2 nd edition, Edited by Stephen Taylor and Carol Woodhams. Human Resources Management: People and Organisations 2 nd Edition, Edited by Stephen Talor and Carol Woodhams. Introduction to Employment Law, Fundamentals for HR and Business Students 5 th Edition, Kathy Daniels.
9	Do you know how to access the library catalogue?	Yes https://www.uwtsd.ac.uk/library/
10	Do you know who to go to if you have a question/concern about the course?	Alison William, Students Union
11	What is the name of the Training Adviser?	Alison Williams
12	What is the name of the course lecturer?	Julie Thomas BA(Hons) MA (HRM) Chartered MCIPD
13	Will you be expected to complete work outside lessons?	Yes around 10-15 hours a week
14	Do you need to be a member of the CIPD?	Yes
15	What support is available for study skills?	Library, Student Hwb, e-mail, The Learner Support Team, Drop in study groups.
16	Do you know where the fire-exits and first aid points are for the building?	Out of our room turn right then left and down the stairs, towards the library – First aid in reception downstairs
17	How many credits is the programme?	90
18	What is the length of the programme?	2 years

19	Have you been given the student handbook and timetable?	Yes I have both are available in Moodle
20	What academic level is this qualification?	Level 5

Name: Deborah Telfer-King

Signed: *Deborah Telfer-King*

CIPD Membership Number (55478631)

Signature of Lecturer:

Date: 07/01/2020

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5CDPP

LO3 - Be able to manage self and workload to meet performance requirements

Word Count

Student Name: Deborah Telfer-King

Student Number: 1905446

CIPD Membership Number: 55478631

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 *Deborah Telfer-King*

Date 07/01/20

LO3: Be able to manage self and workload to meet performance requirements.

Introduction

I have introduced the company to the significance of the ISO27001 (Security), being an IT company it is invaluable for monitoring, reviewing, maintaining, and improving the company Information Security Management System (ISMS) this gives the company a greater understanding when it comes to our clients and future business, I had noticed that a lot of new business/tenders were inquiring if we had an ISO accreditation and what security policies we had in place, with the GDPR being implemented in May 2018, tightening up our security seemed to be the best way to go. The Directors, General Manager and Team Managers had meetings to determine which ISO would better suit the company, I explained how the ISO27001 also incorporated dealings with the GDPR, and how we can tie the two together giving examples of how we can segregate our information into four categories.

Confidential
Restricted
Internal Use
Public

Security Level	Definition	Examples
Confidential	Normally accessible only to specified members of BCC IT management	GDPR defined sensitive personal data, GDPR defined personal data including names addresses and phone numbers, salary information, Staff bank details, Paper documents kept in a locked drawer, HR system data, Passwords, Interview transcripts,
Restricted	Normally accessible only to specified members of BCC IT staff	GDPR- defined personal data, Board reports, System designs, Client bank details, reserved committee business, draft reports, papers and minutes, systems. Most client/customer resides at this level.
Protected	Normally accessible only to specified members of BCC IT staff	All information held on ConnectWise company management system, Sage Accounts, Internal correspondence, Internal correspondence, Information held under licence, company policy and procedures.
Open	Accessible to all members of the public	

Evidence

Of our main competitors, only one had been accredited with the ISO27001 so the decision was made to go ahead with it. The job was given to me to implement policies, procedures and convey them to employees, every year we are audited by an independent auditor, who will want to see improvement in the company. The CIPD in their Change Management highlights the following:

- growth opportunities, especially new markets
- economic downturns and challenging trading conditions
- shifts in strategic objectives
- technological developments
- competitive pressures, including new entrants, mergers and acquisitions
- customer or supplier pressure, particularly shifting markets
- learning new organisation behaviours and skills
- Government legislation/initiatives.

The ISO27001 follows annexes and clauses similar to the CIPD.

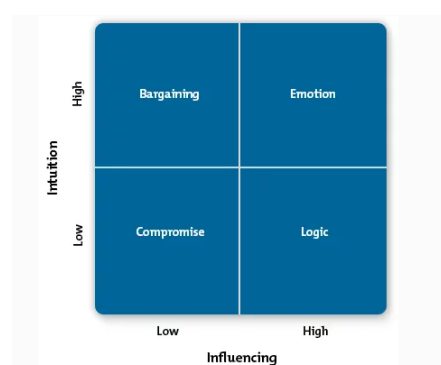
This is our second year of holding our ISO27001, I had a meeting with the Directors to define the business strategy with the main objective of planning, implementing, monitoring and evaluating procedures and policies within the company and persuade them that a team was vital to the growth of the company. I negotiated with Management how many people I would like in the team and who I thought would be suitable as they had shown an interest in how the accreditation worked, it was agreed that I would hold the position of Lead Compliance this being my main field of expertise. Management took on-board who I had suggested being part of the team but offered different suggestions due to their knowledge, to me this determined a win-win situation as I now had a team that I could not only lead but I would also be able to coach and monitor their progress, it was agreed though that we had one person from each team as they would provide the individual skillset for deployment for the following reasons:

Infrastructure – As an IT-based company, we recognise the need to secure our data to protect employees and clients by having strict control over data in transit to enhance the Confidentiality, Integrity and Availability (C,I,A,) of data held the infrastructure team are relied on for first-hand knowledge of cybersecurity, penetration tests, and server security

Service desk – The service team deal with the end-users/clients, security and GDPR being a forefront of their work

Sales – Selling and purchasing IT equipment. Performance of suppliers is monitored very closely to see if they fall in line with their Service Level Agreements (SLA) that are set for each transaction. We purchase a huge amount of virtual licences for servers and data centres, we need to be aware of the software vendors and their accreditations.

Employees may have been selected by the Directors, but now I had to persuade them what they would get out of it. After reading “Using the Persuasion Tools Model” developed by Andrea Reynolds (2003) I realised that the four quadrants highlighted negotiation approaches, all the Employees have a full-time role, and the Directors and I were asking for more.



Emotion – Understanding the emotions and feeling of others, more work could mean more stress, I explained that after talking to the Directors, they would have time allocated in their diaries enabling to complete any work. They would also be able to express their thoughts and have a voice. By being empathic I would be able to be aware of what motivates the team as well as any challenges.

Logic – Being part of a team for the ISO would not only be an enhancement to their personal CV's but understanding how processes and procedures are written could stand them in good stead in the future. By being specific on what the job entails and how we need to be effective to enhance the direction the Directors want to take. As Lead Compliance, I would be able to coach and monitor the team.

Bargaining – The biggest part for me was asking them to give it a go, if after a few months they did not feel they were contributing to the team or it was getting too stressful, they could leave the team or cut down what they were asked to do, also negotiating what is the best way forward for the team member.

Compromise – by being transparent with intentions there is always a compromise, some team members might want to try working with different departments, ones might have different strengths, and it is all about discovering real needs and allowing them the freedom to make decisions.

Using the five stages of Project Management the following was drawn up by top management

Project Initiation – The ISO27001 and what it means to the company, discovering if the project is viable for the company

Project Planning – Develop a roadmap that everyone can follow and set goals using the SMART philosophy. A scope statement is defined with work breakdown schedules, a Gantt chart showing a visual timeline for milestones. Risk Management plan to identify any risks

Project Execution – Develop the team, assign resources, execute projects and management plans, a Smartsheet has been designed to incorporate tasks and who they have been assigned to.

Project Monitoring – KPIs to determine if the project is on track, the project plan is reviewed at each stage enabling us to make adjustments.

Project Closure – with the ISO there is not any closure, we constantly look at policies, regulations and working practices to assess how it can be improved.

A team meeting is held every two weeks, where we discuss the minutes from the previous meeting and define any areas that still need to be addressed, problems are highlighted to individual team members who then brainstorm with their respective teams, after negotiating how we could get all the individual employees on board for the ISO the team decided this was the best action plan so all employees would feel part of the whole ISO process, this also enables the employees to be aware of the policies and new practices first hand.

Reynold A (2003) Emotional Intelligence and Negotiation *Tommo Press (October 14, 2003)*

<https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet>

	Why I have chosen this	My gaps	Development Actions	Reading and research	How will I measure my success	Target dates for review
Curiosity	Curious people are good at solving problems, I also have a strong desire to increase my own personal knowledge, exploring new ideas, activities and experiences	1) Being inquisitive: looking below the surface to understand the causes of problems 2) Being open to trying new ideas, even if they're not always successful	1) Discuss with H the current key issues for the organisation and how my role connects or impacts these. 2) Search for online newsletters, forums and blogs that are relevant to my role, Sign up to receive updates, set aside time to read and learn from them. 3) I have selected menopause in the workplace as my HR issue/subject and will set aside time each week to find relevant articles and reports. Working with 30 men, this will challenge me I plan to share points of interest and ideas with colleagues, possibly by forming a discussion group.	Anderson : Research methods in Human Resource Management Horn: The business skills handbook Join a Facebook group British Menopausal Society	Discover my value to the company and how I can improve my worth Being able to broaden and explore my interests	
Organisational Development	Defined as objective-based methodology, we as a company can initiate changes, this could be the work environment, behaviours of employees, Employee growth. Continuous improvement	1) Gathering data from individuals, managers and teams to help assess capability and skill requirements. 2) Providing accurate, relevant and timely information relating to the organisation in its current and desired future state (for example, above structures, systems, culture, skills resources etc.) 3) Providing input to the design of organisation development activities 4) Supporting OD specialists in delivering change 5) Providing advice and supporting employees and managers during change. 6) Basic OD theory (e.g. drivers of teams and organisation performance, group dynamics, system theory. 7) OD diagnostic tools and frameworks (e.g. engagement surveys, assessment tools, cultural diagnostics) 8) Enablers or blockers to change in an organisation.	1) look at information we hold with staff growth, any information of training that has been requested from employee appraisals 2) Organisation charts/ skills look to find out what skill employees have or are missing, could there be some cross-training to cope with employee sickness/holidays 3) look to getting in on the infrastructure meetings and sales team meetings to find out what changes are needed within the company, how are the teams planning on implementing these changes,	Malcolm and Whiting BOOK: Human Resource Practice by Leatherbarrow, Fletcher, Currie BOOK: Introduction to HRM CIPD FACTSHEET: Organisation Development	Growth of the business through information I have provided. Opening talks between management and employees on how to push the business forward. Team building exercises.	
Learning and Development	Training and development is a lacking factor in our company, being an IT company trends change as quick as they are installed, a lot of the big suppliers provide training for their products, we could tap into this, or ask these company's if they could perhaps come to us and provide some free training keeping costs down.	1) Investigating and researching different options for learning interventions for employees and managers. 2) Maintaining accurate records of training and learning, making use of appropriate technology (e.g., personal development plans, delegates for training events) 3) Maintaining accurate records of training and learning, making use of appropriate technology (e.g., personal development plans, delegates for training events) 4) Supporting the design of learning programmes and initiatives 5) Supporting the delivery of learning and training events and programmes (e.g., joining instructions, training materials, evaluation) 6) Alerting individuals when development opportunities arise in line with their development needs	1) Research different approaches to learning and development in a range of organisations using the CIPD website and other online HR resources. Share ideas which may benefit your organisation with an L&D manager. 2) Consider setting up a database / spreadsheet to keep records of individuals' development needs. Set aside time to regularly review it through the year so you can let individuals know when there may be opportunities which will support their development. 3) Find out how your organisation conducts training needs analysis. What is the standard approach? Research best practice on the CIPD website and compare this to the way your organisation works. Are there any areas which can be improved?	Stewart and Rogers Developing People and Organisations CIPD Factsheet Helping People Learn CIPD Identifying learning and development needs CIPD Learning and development strategy CIPD Learning Methods	Skills attained of not only myself but the team. Individual Behaviour change. Team Behavioural Change. Employee Engagement	
Leading HR - Core	The ISO is a big part of who BCC IT is, by looking at the policies and procedures we hold and is the ISO cost-effective for us, how can I find out what we get from research, is any of the work duplicated (change management) can we align the departments so they can work as one? 3 teams can be assigned the same deployment all having different input, could these be pulled together? does the work-related stress and pressure of deployments add to sickness and lack of engagement	1) Providing advice using sound knowledge of HR policy and practice 2) Co-ordinating own activity with others in the wider HR team 3) Sharing ideas and best practice with others in the wider HR team 4) Adjusting own approach in view of others' preferred working styles 5) Seeking out and acting on feedback and development opportunities to develop own HR expertise and capability 6) Ensuring own objectives are in line with the team's and function's objectives 7) Accurately recording HR measures (such as service level agreements, financial data, Key Performance Indicators etc.)	1) Research different methods of data collection and analysis online, and consider how you could adopt one or two specific approaches in your role. Find out how other HR colleagues collate and analyse data, and the advantages and disadvantages of doing it this way. 2) Ensure you are familiar with your organisation's people policies and processes, by reading through them. Identify the different questions you 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. 3) Find out from your manager how your objectives fit into the wider team's and organisation's objectives. Identify where you can support other members of your team so that work isn't being replicated unnecessarily.	Martin and Whiting HR Practice Leatherbarrow, Fletcher and Currie Into to HRM Taylor and Woodhams - Studying HRM Beevers and Rea - L and D Practice Health and Safety Policy Dealing with stress in the workplace https://www.hsa.ie/eng/Publications_and_Forms/Publications/Occupational_Health/Work_Related_Stress_A_Guide_for_Employers.pdf	How happy and satisfied are the team with how deployments work? Understand how engaged the team are with their work and how they view other teams perspective with deployments. Opening up talks on stress in the workplace.	