

Development Plan Jan 2020 – April 2021

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Area of professional map	What do I want/need to learn?	What will I do to achieve this?	Recommended learning / reading by CIPD	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
Insights, strategy & solutions	Gain more understanding of my organisation	Shadow different roles throughout the organisation Ask to be involved in different department team meetings to gain insight on their work	Books: • Martin & Whiting: HR Practice • Leatherbarrow, Fletcher & Currie: Intro in HRM • Taylor & Woodhams: Studying HRM	Time and support from department managers to be involved.	Increased knowledge of all areas and departments of the business	June 2020
Insights, strategy & solutions	Gain better understanding of Employment Law	Research, study, online learning – provided by ACAS. Shadowing HR business partners and Hr manager Look into attending CIPD short course in employment law	Books: • Martin & Whiting: HR Practice • Leatherbarrow, Fletcher & Currie: Intro in HRM • Taylor & Woodhams: Studying HRM	Involvement in ER cases to shadow HRBP & Hr manager Potential financial support from organisation to attend course	Confidence in giving employment law advice to line managers and colleagues	June 2020
Leading HR	Providing advice using sound knowledge of HR policy and practice I feel this links with the above point of gaining better understanding of employment law	As above along with study of the organisations policies – one of our HR team projects this year is to look at each policy & procedure in the organisation, revise and improve. This will involve extension knowledge of the policy we currently have, the changes to be made and in turn I will gain in depth knowledge from this task.	Books: Stewart & Rogers: Developing people & organisations Taylor & Woodhams: Managing people & organisations Podcasts: CIPD Podcast 86 CIPD Podcast 51 Factsheets: HR business partnering HR shared service centres	HR Team project plan	Knowledge of policies and procedures of the organisation and confident to rely to employees / management	June 2020

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Employee relations	Providing accurate and appropriate advice and information about employee relations policies and practices Working with managers and employees to ensure they are adhering to the organisation's values and behaviours in everyday practice	This falls in line with all needed with above learning outcomes. I will now provide HR support of investigations I will take the lead in HR meetings where HRBP, myself and line managers are present. Continually shadow HRBP, getting exposure to as many different situations as possible.	Factsheets: Discipline & Grievance in the workplace Employee relations and overview	Support from HRBP	Exposure to varied ER cases, confidence dealing with all aspects from start to finish. Shadowed by HR manager and confirmation that I am completing to expected standards.	June 2020

Development Record Jan 2020 – April 2021

Area	What did you do ?	What did you learn? How will you use this? Next steps? Lessons learnt?	Date Completed
Employment Law	Attended Employment Law update – provided by Howells’s solicitors	• Key updates and changes due in April 2020 • Ensure law changes are incorporated into Tai Tarian policy and process . • Continue to keep up to date with employment law changes.	Feb 2020
	Kept up to date with ongoing changes to furlough scheme and coronavirus restrictions and update HR team	• All changes and implications for the organisation in relation to employee rights • Use this best practice guidance to support the organisation to make decisions on different employee situations and cases and confirm process. • Continue to keep up to date with employment law changes. • Changes can be made daily – it’s important to stay on top of this and continue to research and implement. •	April 2020 – ongoing
Recruitment	Arranged and delivered training on using the new Applicant Tracking system to managers	• To overcome the fear of speaking in front of a large group – this was my largest group to date where I lead the whole delivery. • I will be more confident and comfortable in public speaking going forward. • Knowing as much as I possible could about the system gave me the confidence that I needed to deliver the training. In any future training delivery, I will ensure to “know my topic”.	Jan 2020
	Attended recruitment training through an ACAS accredited course	• Best practice recruitment • Importance of fair process through our recruitment • Potential of cost of unfair / discriminatory recruitment to an organisation • This highlighted the importance of fair practice whilst recruiting and when giving manager advice going forward .	Jan 2020

	Arranged and delivered Recruitment training for managers	• This built on confidence developed from previous training delivered. • Build on this training and deliver a refresher course soon to ensure that expectations of the training and future recruitment are continued to be maintained. This was feedback from the sessions – nothing is followed up. • Learnt that some groups may not have the same enthusiasm as others – but not to be put off by this when delivering training.	Jan 2020
	Developed a recruitment guide of how to use the new ATS system with some basic recruitment tips for managers	• The importance of writing the guide for any level of manager, with some or no experience to pick up and understand the process.	Feb 2020
	Webinar on advert writing	• Best practice when writing adverts to attract suitable candidates • The use of certain words which if included within an advert are likely to show up straight away when candidates search for roles • Include the job title between 5 and 7 times in the advert – too little and it does not show up in job board searches, too many times and it is classed as spam. • This highlighted that I need to consider attending more webinars / training in this specific area to develop my knowledge.	Feb 2020
	Devised a suitable plan to follow at recruitment planning meetings with managers	• No process in place to capture all information needed during recruitment planning meetings – this posed a question on who was accountable for what part of the recruitment process, often managers left reliant on HR to organise everything – which is not the case. • The HR team will use this going forward in each recruitment planning meeting to ensure we have the key information to advertise the role, that necessary authorisations are in place and information for when the recruit is appointed. Along with highlighted expectations of hiring managers and responsibility of HR. this tool also has questions which will support HR to question succession planning and specific decision around recruitment and their current teams.	April 2020

		Continue to review, change, and update as necessary to provide valuable support in the recruitment process. Considering the success of such a simple and easy implementation tool – the HR team is devising these across the board to support us – proving a consistent, clear approach to all managers. This has shown that Tai Tarian have vague and unclear policies (which are needed to be reviewed) but this is more than an effective process to have in place.	
Employee Relation cases	Shadowed HRBP in conduct investigation	kept meeting notes – realised importance of detail to ensure accurate recordings.	Jan 2020
	HR lead support in conduct investigation (with HRBP Shadowing)	Noted that I was unsure about a certain part of the policy – need to go away and read up on Tai Tarian policy more - along with looking at ACAS guidance on investigation /disciplinary meetings to increase confidence in these scenarios.	Feb 2020
	HR lead support in conduct investigation	Ensured to support manager as an when required – union representative present and was asking questions on behalf of employee – reminded him of the correct process – he was there as an employee support not to act on his behalf . Noted that going forward I will inform managers to mention this in the opening part of the meeting, so all are aware of their roles.	Feb 2020
	Shadowed HRBP in Capability investigation	Observed best practice from HRBP – advising new manager on fair process to follow.	Feb 2020
	HR lead support in Capability investigation (with HRBP Shadowing)	Noted the importance of being able to explain Tai Tarian policies simply to new managers – and that there is a clear need for training on these topics for managers.	March 2020
	HR lead support in Capability investigation	The Manager had been told by their manager what outcome they should reach in this process; I went through each step of the process confirming that they	May 2020

		will make the decision and should do based on facts not opinion of their manager. This revealed that there could have potentially been an unfair process followed and how calm, but firm I needed to be to ensure a fair process was given in the circumstance.	
Ill health retirement	Shadow HRBP through ill-health retirement process	In this case I observed the HRBP in the process, ensuring to take notes and asked questions after to clarify my understanding. Given that this process is of a sensitive nature I wanted to ensure I was more than capable of seeing the process through, with knowledge of each step of the way, ensuring I could deliver a smooth transition for future employee of their ill -health retirement.	Jan 2020
	HR support to employee and management through ill-health retirement process 1	Liaised with manager and employee each step throughout the process. I found this quite sad, through many meetings I had built a relationship with the person and knew they did not want to retire as it was his only social network, unfortunately after considerable trail we were unable o provide a suitable alternative for employment with us due to his current medical condition. This taught me that every scenario is different and there is no one size fits all to remedy scenarios, with people as the end of all decision we make – the process is just guidance. which reflects the HR practitioner want to be – the one that provide a human approach to HR not is strict to policies and procedures but ensures fair practice.	Feb 2021
Project Management	Supported in the implementation of an Applicant Tracking System	I became the main point of contact for this project on behave of the HR team. I spent time delivering training as both a group and on a 1-2-1 basis. Going forward I plan to continue the 1-2-1 training as some managers may find that they only recruit and therefore use the system may be on a yearly basis, so will need a refresher. This help forged relationships with managers at all levels, gaining trust, showing support and guidance where I could. This relationship development I found encouraged managers to contact me to discuss other points and issues they have.	Jan 2020

	Devise and implement plan to monitor and record covid absences and establish process - supporting managers to implement.	The importance of project management, planning , realistic considerations for time , cost and implementation tools needed. also, the importance to communicate change , especially to SMT to gain buy in from top down for initiatives/ change plans to work in practice. Especially prevalent in Tai Tarian as the workforce has a very “we have always done it this way” view of things and are reluctant to change without resistance.	Sept 2020
Health and Well-being	Arranged and facilitated – Men’s mental health awareness day	Whilst facilitating this I found myself taking part and talking about my own experiences of mental health in the past. I truly believe that to gain the trust and develop relationships within Tai Tarian the HR team need to be seen as people not just HR, this encouraged this way of thinking and on a personal level continued to increase my confidence with public speaking .	March 2020
	Arranged and facilitated – menopause awareness day	- Designed and sent out correspondence across the organisation , promoting through manager conversations. - Organised, planned, and set up times / zoom video calling links and diary invites.	October 2020
Collaboration	Management of the organisation’s Health Surveillance programme	- Collaboration across internal departments and external occupational health provider , building relationships to ensure the smooth running and management of the organisation’s health surveillance programme. - During this project I especially learnt how patient and resilient I am . Due to internal “office politics” developed between the previous HR department and health and safety department many barriers were needed to be broken and a working relationship evolved to achieve a streamlined process and needed outcomes.	June – Oct 2020
Policy development	Worked with the HR team to revise and produce a new Maximizing attendance policy	When devising a new policy, we based the new policy on the previous. I realised the importance of make the guidance clear and concise , writing with the reader in mind to ensure a new or long-standing manager would understand the process.	Nov 2020 – March 2021

		• I also realised the importance of considering best practice and legislation. • I had experience of collaborating with the union representatives within the organising and the senior management team. – which is important when implementing any change – SMT on board will ensure promotion and buy in from the top, thus filtering down to the rest of the organisation.	
	Worked with the HR team to revise and produce a new Conflict Resolution policy	• All the above – but also that Tai Tarian policies are considerably outdated and not best practice. This is the first organisation where I have worked in HR – so I need to be mindful that “Tai Tarian” policies are not always (and quite often not) usually practice across organisations, this has taught me to continue to source best practice from credible sources such as ACAS and the CIPD and highlight to the SMT any inconsistencies found.	Jan 2021 – April 2021
	Worked with the HR team to revise and produce a new Recruitment process policy	• This was last devised during the integration of the Applicant tracking system in Jan 2020, looking at things now and where we are as an organisation has highlighted the need for a greater in-depth recruitment process guide, through continual talks with managers, the HR team have encouraged managers to “think outside the box” when hiring. Managers are showing more enthusiasm and involvement in the process to ensure they are hiring the best candidate for the role. This development is on going but the new policy will need to reflect this need and the changing demand of the organisation. This is also encouraging as it shows the conversations myself and the HR team are impacting and making change.	Feb 2021 – ongoing

Reflection - Personal development Jan 2020 – April 2021

Schon(1983) described reflective practice as *‘the capacity to reflect on action so as to engage in a process of continuous learning’*. The CIPD (2018), expands on this stating that *“Reflection deepens learning. The act of reflecting enables us to make sense of what we've learned, why we learned it, and how each increment of learning took place. Moreover, reflection is about linking one increment to the wider perspective of learning - heading towards seeing the bigger picture. Through reflection, learning is integrated, internalised and personalised”* - hence the importance of self-reflection .

When reflecting over my personal development over the past 15 months I considered the working of Gibbs, Reflective Practice Guide (CIPD,2018). Within this guide he suggests that as part of a reflective process six points should be considered, which include– a description, feelings, evaluation, analysis, conclusion, and action plan. Which I have outlined below in my reflections.

I started CIPD during September 2020, having very little experience in HR, at this point I had worked as a HR assistant for approximately 9 months, within that time the HR department went through a massive restructure and all the team was replaced (apart from myself). At this point there was the introduction of HR business partners into the team and organisation, and the HR assistant role replaced with HR advisors (which I became). As a HR Assistant at the time, my role was purely admin, and I did not learn much in relation to HR at the organisation. Becoming a HR Advisor, my role changed and slowly I was able to be involved in actual HR work - either by Shadowing the HRBP's / HR Manager or completing tasks myself after researching best practice guidance from the CIPD and ACAS.

To ensure I gained exposure to as many different scenarios presented to the HR team, I asked the HRBP to invite me to as many meetings held with managers as possible. The HRBP become my mentor and I gained invaluable skills by shadowing meetings and then being able to relate my learning from studying the CIPD into context within my role. This developed my confidence and with each topic or dealing with a certain issue the HRBP would initially lead meetings then in the next I would lead with her support, and then I was signed off to lead as HR support alone.

Having completed the Honey and Mumford Learning styles questionnaire (1986) the results show that my learning styles are not far-off split over the four styles. Results showed I have a strong preference for a Pragmatist, Reflector and Theorist learning style and a Moderate preference for an Activist learning style . I can see the different points of each style do relate to the way I learn. In particular the Reflector who *“enjoy observing other people in action”* and the pragmatists *“who return from management courses brimming with new ideas that they want to try out in practice”* . These things can be linked to the observing of the HRBP's and then leading meetings to put my observations and theory learnt through study of my CIPD into action with the HRBP shadowing until signed off to complete alone.

Looking at my initial development plan I soon realised that I needed to break down my learning topics to suit what I was covering daily within my current role at. These do fit into the categories within the plan, but I felt I needed to be more specific in my development record.

When I initially devised this plan in Jan 2020, I completed the self-assessment tool on the CIPD Profession Map (CIPD,2013), focusing on learning areas within Insights, strategy and solutions, Leading HR and Employee Relations.

The learning areas identified within these sections were:

- Gain more understanding of my organisation
- Gain better understanding of Employment Law
- Providing advice using sound knowledge of HR policy and practice
- Providing accurate and appropriate advice and information about employee relations policies and practices
- Working with managers and employees to ensure they are adhering to the organisation's values and behaviours in everyday practice

Looking at these areas now and the various work I have completed in the 15 months I feel I have covered these areas thoroughly, some daily. I am more than confident in all these areas. I feel I have gained my main experiences at an operational level , which is sound footing to continue to develop my HR skills. I would like to progress, and I am hoping to do so by becoming more involved in decision making at a strategic level in the future, this may be by considering applying for a more senior role elsewhere. Unfortunately, what I have learnt by working in Tai Tarian is that HR is not involved at a strategic level , and currently do not have a seat at the senior management table. Even though this mindset is slowly changing, I feel that it may not change at the rate that will allow me to learn and develop as quickly as I personally would like to . Taylor and Wilkinson (2016) state that within “Not-for-Profit” organisations of the third sector “HR tends to have quite a peripheral role, are not represented on the Senior Management team and carries out what are essentially basic administrative activities”, which I can see is highly indicative of Tai Tarian at present.

In my initial development plan, I wanted to make use of webinars, reading articles to keep up with ongoing trends. I have signed up to webinars but unfortunately due to work / home commitments I have not had the time to attend these, this is mainly due to an increased workload due to the coronavirus pandemic. I have signed up to a variety of newsletters via HR inform, CIPD, personnel today etc, which I receive on a weekly basis and I skim through, this helps me keep up to date and has also helped with providing current information for my assignments. Going forward I would like to manage my time better to ensure that I do attend the webinars – I am especially interested in the ones by the CIPD in relation to the new profession map, which I think will help me with my own going professional development.

When I reflect on the CIPD course I can see that it has a massive impact on my HR knowledge, this in turn has increased my confidence in my advice and guidance provided to managers through the theory I have learnt - I have been able to put into context to support me throughout my role. The only downside I have found is that studying during the pandemic with restrictions meant that my two children were at home for the majority of the time. I was trying to home school them , work full time from home myself and trying to study without the learning from sharing experiences within the classroom. This has proved very difficult and trying on times. On a positive note, this has only proved that I can do anything I set my mind too, I did not give up and am thankful that I

persevered to achieve the qualification. I am now considering studying for my masters but am taking some time over the next month or two to really consider this.

Reference

1. CIPD (2018) *Reflective Practice Guide* [online]. Available at: https://www.cipd.co.uk/Images/reflective-practice-guide_tcm18-12524.pdf [Accessed 01/04/2021]
2. CIPD (2013) *The CIPD Profession Map 2013* [online]. Available at: <https://www.cipd.co.uk/learn/profession-map/2013-profession-map> [Accessed 01/02/2020]
3. Honey and Mumford (1986) *Learning styles questionnaire* [online]. Available at: <https://expertprogrammanagement.com/2020/10/honey-and-mumford/> [Accessed 01/04/2021]
4. Schon, D. (1983) *The Reflective Practitioner*. Jossey Bass, San Francisco.
5. Taylor,S and Wilkinson,K (2016) '*business issues and the contemporary human resources*', in *Studying Human Resource Management*, 2ed.London: Chartered Institute of Personnel and Development.