

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Performance - Understanding the Link
between Individual and Organisational Performance

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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: 

Date: 20th September 2021

On the Job Training

1.

The types of performance management activities Swansea Council have include recruitment and selection process, job description/person specifications, induction, three and six month probations, one-to-ones and annual appraisals.

A shortlisting criteria form is used during recruitment and selection. This is used to score applicants based on the job role criteria for the post they have applied for. This form is submitted by managers to the Workforce Transactional team who save a copy of this form on file. Establishing those best for the job role is crucial in the success of an organisation (Marchington et al, 2016).

When a new starter starts with Swansea Council, they must complete the online Induction course. This is mandatory so they can understand the values and culture of the Council and know what is expected of them. When working in the office, it was easier to make new starters feel like they belong to the team as they got to meet everyone face to face. It was easier to build a relationship with them naturally throughout the day. Since the pandemic, a lot of teams in the Council have been working from home. This means that more effort needs to go in when a new member of staff joins the team. Making use of Microsoft Teams can help with this as each member of staff could video chat with the new starter to get to know them. Since the pandemic, our team have been using the ongoing chat system on Microsoft Teams to stay in contact with each other throughout the day which helps the new starter feel more at ease. We have always had a buddy-system in place but this has now moved over from face-to-face to Microsoft Teams. It is useful to use the 'share screen' function to demonstrate what to do (Faragher, 2020).

One-to-ones are happening more regularly since working from home. Each month we are set targets which must be met and our stats for the month are counted for each one-to-one meeting. Employees have the chance to discuss any issues they are having and can request any training they feel like they need. One-to-ones offer the change to managers to praise employees for good work if they meet their targets or have high stats. This is encouraging for workers.

Employees are encouraged to call colleagues if they need a chat, and a lot of teams are arranging virtual quizzes to help with morale. Managers are encouraged to have an open-door more than before the pandemic, so employees feel happy to contact them at any time. This is important for building a trusting relationship between the manager and employee and also helps towards the wellbeing of employees. If productivity drops for some employees since working from home, this could be from their environment, so it is important that managers recognise this and offer help and guidance to make sure employees are reaching their full potential (Wigert, 2020).

Annual appraisals are still mandatory since working from home; however, they will be completed virtually instead of face-to-face.

3.

After researching for the Performance - Understanding the Link between Individual and Organisational Performance module, I am confident that I can support others with continuing professional development.

I feel that it is important to have a two-way-dialogue with someone when discussing capability needs. Targets can be set for an individual that align with the goals of the organisation and if they are not met by the agreed time period, there could be multiple reasons for this so it is important to listen to the individual. I understand that training and development opportunities need to be available when necessary.

Since the pandemic, the use of technology for learning has grown more important. I mentored a new starter earlier this year and found that communication was key to understand if any knowledge was missing. Using the video call option in Microsoft Teams is useful for building more personal relationships with colleagues which can help with the learning process.

I would be happy to deliver training on the topic of performance to managers and I would be comfortable doing this virtually since we are mostly working from home. I learnt a lot from the previous Coaching and Mentoring module to aid with this training. I also feel comfortable creating and curating content to meet learning needs from this course.

I feel that I could improve my knowledge in theories and methods that underpin effective learner engagement, learning transfer and impact and the principles that underpin the choice of learning facilitation methods. I have not had much practice with this and would need to do more research to meet these goals. Speaking with the Learning and Development Team in my organisation would help me with this.

References

Chartered Institute of Personal Development (2021) *Profession Map*. Available at: <https://peopleprofession.cipd.org/profession-map> (Accessed: 5 September 2021).

Faragher, J. (2020) *Why virtual onboarding can still be a warm welcome*. Available at: <https://www.personneltoday.com/hr/why-virtual-onboarding-can-still-be-a-warm-welcome/> (Accessed: 6 September 2021).

Marchington, M. et al (2016) *Human Resource Management at Work*. London: Chartered Institute of Personal Development.

Wigert, B. (2020) *Performance Management Must Evolve to Survive COVID-19*. Available at: <https://www.gallup.com/workplace/318029/performance-management-evolve-survive-covid.aspx> (Accessed: 4 September 2021).