

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources - 5CDPP

Report Title: **Portfolio of Evidence Activity 1 to 5**

Student Name: Sarah Measday

Student Number:- 1910137

CIPD Member Number:- 55478518

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:

S Measday

Date: 12.1.2020

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources - 5CDPP

Report Title: Activity 1 – Understanding the Components of a specific HR Career Development Programme.

Student Name: Sarah Measday

Student Number:- 1910137

CIPD Member Number:- 55478518

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Introduction to Course and Course Overview

I am studying a CIPD Diploma in Applied Human Resources with the University of Wales Trinity Saint David and commenced on this 2 year programme on 25th September 2019. This is a Higher Apprenticeship in Human Resource Management (HAHRM) which is supported by Coleg Sir Gar.

I am therefore a member of both the University of Wales Trinity Saint Davids, Coleg Sir Gar and a Student member of the CIPD. As a member of all three institutions, I have access to a wide range of resources. This includes on-line libraries, physical libraries and student services at both the university and college and a wealth of resources which can be obtained through the CIPD website.

The following link will take you to the University Website which has links to Library Catalogues and the Moodle page which will give all the information about your specific course:- <https://uwtsd.ac.uk/quick-links/>

Another useful link is the CIPD website:- <https://www.cipd.co.uk>

Julie Thomas oversees the Diploma and is part of the University of Wales and Alison Williams from Coleg Sir Gar will be conducting regular reviews with myself, keeping progress on the Apprenticeship side of the two-year course.

The Course itself is a combination of Classroom (Workshops) and Self led Study over two 2 years. A timetable for the two years can be found in the Appendix 1. The course is a supported distance-learning course; and as such, there is a requirement to complete tasks outside of the Workshops and Additional Reading. 450 hrs of Classroom Study + 450 hrs of Guided Learning, Self-directed, preparation time and assessments. There are some options also of some additional tutorials which will be given on an as and when basis.

The CIPD requirements for this course divide's the material in to 16 modules, these cover the timetable for the 2 years as detailed above and in the Appendix. All Course information can be accessed through the University Moodle page via the quick links link provided above. I have provided a copy of the breakdown in the Appendix 2.

The Course workshops are held at Coleg Sir Gar, Pibwrlwyd Campus, Carmarthen SA31 2NH. The first day of the Course involved an Induction. Which gave clear direction of how the course would be conducted in terms of timetable, study hrs required. Please find completed Induction questionnaire in Appendix 3. In addition we have also signed contracts for the Apprenticeship side of the learning programme. I have included these as part of the evidence as it is important that the agreement between college and employer is also maintained. See Appendix 4

Materials for the Course were also recommended:-

Core Text Books

1. Studying Human Resource Management – Taylor and Woodhams (2016)
2. Human Resource Management: People and Organisations – Taylor and Woodhams (2016)
3. Introduction to Employment Law - Kathy Daniels (2019)

In addition to these Main recommended Text Book's there is a wealth of information available Through the Student Hwb, the University Website and Moodle Pages. We also have access to the Library Resources at the University and Coleg Sir Gar, which can also be accessed online for Academic Journals' etc.

Becoming a Student member of the CIPD means that there is also access to up-to-date information that can be used to keep up-to-date with the Industry trends, connect with like-minded professional's, and progress career paths etc .

It has also been recommended to sign up to Websites where information can be shared such as Facebook and LinkedIn, where you can follow other HR professional's and again look for up-to-date information for professional development.

With any Course goes a Code of Conduct. Codes of Conduct are in place by all 3 institutions University, College and CIPD. They provide a set of rules by which student's need to adhere to in order to complete their course.

A Brief summary of University and College is as follows:-

1. Expected Behaviour.
2. Inclusivity, Support and Safe Learning Environments.
3. Recognition of Equality and Diversity
4. Act as an Ambassador for the University
5. Use all facilities with Respect and Consideration for others

The CIPD Code is entitled The Code of Professional Conduct and is set out in 4 areas:-

1. Professional Competence and Behaviour.
2. Ethical Standards and Integrity
3. Representative of the Profession
4. Stewardship

The university and CIPD Code of Conduct can be found in the Appendix 5 and 6.

Conclusion

This course is designed to support a Career path in Human Resource. Studying while you Work. Achieving a Diploma in Applied Human Resources and becoming and Associate member of the CIPD.

Appendix 1

Timetable – CIPD Diploma in Applied Human Resources 2019-2021

Date of Workshop	Name of Module	CIPD Code	University Module Code	Submission Date of Assessments	Method of Assessment
25 th September 2019	Induction/Using a Research Approach in HR	5CIHR	BMPD5002		
23 rd October 2019	Using a Research Approach in HR	5CIHR	BMPD5002	Part One - 18/11/19 Part Two – 29/6/20	Part One - Written response. Part Two - Research Report.
20 th November 2019	Developing Professional Practice in Human Resources	5CDPP	BMPD5000	13/1/20 plus submission of updated Personal Development Plan on 24/5/21	Portfolio of Evidence
4 th December 2019	Understanding the Contemporary HR Function	5CMHR	BMPD5003	17/2/20	Slides and notes pages
22 nd January 2020	Understanding the Business Context of HR	5CBIC	BMPD5001	16/3/20	Written report, analysis notes
19 th February 2020	Understanding Employment Law	5CELW			
18 th March 2020	AM: Understanding Employment Law PM: Recap on Research Report	5CELW	BMPD5004	27/4/20	Written answers to questions
22 nd April 2020	Understanding the Management of Employment Relations	5KCER	BMPD5008	25/5/20	Written answers to questions
20 th May 2020	Understanding the Link between Individual and Organisational Performance	5KIOP	BMPD5006	14/9/20	Slides and notes pages
24 th June 2020	Contributing to Improving Organisational Performance	5AIOP	BMPD5012	14/9/20	Portfolio of Evidence
8 th and 15 th July 2020	<i>Skills Workshops – only attend if advised by Alison Williams</i>				
16 th September 2020	Understanding Employee Engagement	5KEEG	BMPD5007	19/10/20	Briefing paper
14 th October 2020	Contributing to Employee Engagement in the Organisation	5AEEG	BMPD5013	9/11/20	Portfolio of Evidence

11 th November 2020	Understanding the Management of Change	5KMOC	BMPD5010	11/12/20	Slides or screen shots with notes pages
9 th December 2020	Contributing to the Management of Change	5AMOC	BMPD5015	18/1/21	Portfolio of Evidence
13 th January 2021	Understanding Coaching and Mentoring in the Organisation	5KDCM	BMPD5009	15/2/21	Briefing paper
10 th February 2021	Contributing to Coaching and Mentoring in the Organisation	5ADCM	BMPD5014	15/3/21	Portfolio of Evidence
10 th March 2021	Understanding Resourcing and Talent Planning	5KRTP	BMPD5005	19/4/21	Written answers to questions
21 st April 2021	Contributing to Resourcing and Talent Planning in the Organisation	5ARTP	BMPD5011	24/5/2021	Portfolio of Evidence
12 th May 2021	Developing Professional Practice	5CDPP	BMPD5000	24/5/21	Personal Development Plan Update

NB: In order to graduate in July 2021, all work must be submitted by 24th May 2021.

Document updated on 31.7.19

Appendix 2.

CIPD Diploma in Applied Human Resources

Managing your Learning

The CIPD Diploma in Applied Human Resources is a 90 credit qualification with a Total Qualification Time (TQT) of 900 hours. The TQT is the number of hours it is estimated that a candidate will take to complete a qualification from start to finish and includes guided learning hours, self-study, preparation and assessment (CIPD, 2017).

Guided learning hours includes off and on the job learning.

Off-the-job learning is characterised by formal or planned taught sessions (workshops) delivered by qualified training staff plus specified activities in your learning plan;

On-the-job learning hours are those which enable the apprentice to demonstrate practical job-related skills and to practice and apply these in the context of the job. This type of learning will take place in the workplace and is also specified in your learning plan.

(Welsh Government, 2017)

Self-study (also referred to as self-directed learning in CIPD documentation) – this is additional reading/other learning as chosen by you, to expand your knowledge and enable you to complete the assessments. Reading lists are provided for each module to help you with this.

The table below shows how each module is structured in terms of credits, guided learning hours and self-directed learning.

Module	Credits	Guided Learning Hours	Self-directed Learning
Using a Research Approach in Human Resources	4	20	20
Developing Professional Practice in Human Resources	8	40	40
Understanding the Contemporary HR Function	4	20	20
Understanding the Business Context of HR	4	20	20
Understanding Employment Law	6	30	30
Understanding the Management of Employment Relations	4	20	20
Understanding the Link between Individual and Organisational Performance	4	20	20

Contributing to Improving Organisational Performance	8	40	40
Understanding Employee Engagement	4	20	20
Contributing to Employee Engagement in the Organisation	8	40	40
Understanding the Management of Change	4	20	20
Contributing to the Management of Change	8	40	40
Understanding Coaching and Mentoring in the Organisation	4	20	20
Contributing to Coaching and Mentoring in the Organisation	8	40	40
Understanding Resourcing and Talent Planning	4	20	20
Contributing to Resourcing and Talent Planning in the Organisation	8	40	40
Totals	90 credits	450 hours	450 hours

How to manage your learning:

The above means that you will need to manage your learning as follows:

1. Attend the monthly workshops which form part of the guided learning hours.
2. Complete activities in your learning plan (2-3 hours per week) which also form part of the guided learning hours.
3. Read and prepare for your assessments (an additional 5-6 hours per week).

The Business School

12th September 2018

Appendix 3.

Induction Questionnaire

Diploma in Applied Human Resources

September 2019

	Question	Answer
1.	When, where and at what time will the course will be delivered?	Coleg Sir Gar Pibwtlydd Campus.
2.	How many modules form part of the programme?	16
3.	When are the workshops this term?	9.30-4.30. Wednesdays - marking. ~~work plans etc.~~
4.	What is Moodle?	online Platform for work plans etc
5.	What is Eduroam?	Wifi Access
6.	What is Turnitin? <i>on the moodle site.</i>	Electronic Hand in for Assignments/Doc's
7.	Do you know when you are required to hand in work?	Yes.
8.	What are the core texts for this programme?	① Studying Human . 2016 Resource management . ② HR management People + org. ③ Employment law .
9.	Do you know how to access the library catalogue?	Yes via Hwb or website .
10.	Do you know who to go to if you have a question/concern about the course?	Julie Thomas .
11.	What is the name of the Training Adviser?	Alison Williams .
12.	What is the name of the Course Lecturer?	Julie Thomas .
13.	Will you be expected to complete work outside lessons?	YES .
14.	Do you need to be a member of the CIPD?	YES .
15.	What support is available for study skills?	Student Services
16.	Do you know where the fire-exits and first aid points are for the building?	Yes.
17.	How many credits is the programme?	90.
18.	What is the length of the programme?	2 Yrs .
19.	Have you been given access to the student handbook and time-table?	Yes .
20.	What academic level is this qualification?	Diploma - Level 5

Name: Sarah Measday .

Signed: *Smeasday.*

CIPD Membership Number (to be added when available): 55478518

Signature of Lecturer: *[Signature]*

Date: 20/11/19.



Llywodraeth Cymru
Welsh Government

Apprenticeship Learning Agreement

To be completed by the provider

This agreement made on 9-9-19 (date Apprenticeship commences)
between Andrea Smith (the employer representative)
of Swansea Council (the name of the company)
at The Guildhall, Francis Street, Swansea. SA1 4PE (the address of the company)
and Sarah Measday NZ304846C (the apprentice and N.I number) and
Coleg Sir Gar (the delivering provider) and
B-WBI (the contracted provider) to study
Applied Human Resources (specify skill, trade or occupation of the Apprenticeship) following the
CIPD Apprenticeship Framework* at current level 5, expected to progress
to level ____ . Expected final completion date is 24-9-2021 . Hourly rate of pay at start of
Apprenticeship is £8.21 .

*If the aim is to eventually achieve a framework at a higher level, please state the level the learner started at
i.e. level 2 and then the final level they expect to progress to i.e. Level 3, 4 or above (This ALA will cover the learner
for all levels of learning and there is no need to complete another ALA once they progress)

All parties agree that

If this agreement is terminated on the grounds of redundancy, or if for any reason the employer is unable
to meet the terms of this agreement, all parties will use their best endeavours using local networks and
contracts, to ensure that the apprentice is given the opportunity to transfer to another employer who will
be able to provide continuity for the apprentice, to complete his/her Individual Learning Plan.

Signed by/or on behalf of the employer, the apprentice and the provider, at the commencement of learning.

The employer:	<u>[Signature]</u>	Date	<u>9-9-19</u>
The apprentice:	<u>S. Measday</u>	Date	<u>9-9-19</u>
The provider:	<u>A. Williams</u>	Date	<u>9-9-19</u>
The provider:		Date	

(if different from the provider delivering the apprenticeship)

The Apprenticeship Learning Agreement complies with the requirements of the Apprenticeship, Skills,
Children and Learning Act 2009 (Section 32). It is a contract of service, not a contract of employment.

The Provider/s agree/s to:

- Ensure all aspects of the programme are delivered in compliance with the framework requirements, the quality standards laid down by Estyn and all contractual, quality and financial requirements of the Welsh Government. This includes the qualifications and experience of those delivering the learning;
- Ensure that attention is paid to the integration of all aspects of the programme (NVQ/QCF Competence and Knowledge based qualifications, Essential Skills Wales and additional requirements) to ensure a development and coherent experience for an apprentice;
- Offer support, guidance and advice to the employer/apprentice and to keep both parties informed and involved in the progress review;
- Ensure that each apprentice has an individual learning plan, and that no change(s) to the individual learning plan, nor transfer of the apprentice to another provider, will take place without the prior consent of the apprentice.

The Welsh Government agrees to:

- Monitor the quality of the directly contracted provider's performance;
- Contribute such funding (including from the European Social Fund) to the directly contracted provider as the Welsh Government deems appropriate towards the cost and delivery of the framework;
- Promote all learning opportunities and programmes as non-discriminatory in respect of gender, race, religion, sexual orientation, age or disability (where disability is not a barrier to the training activity);
- Promote apprenticeships throughout Wales.

The Apprentice agrees to:

- Apply himself/herself to his/her learning and assessment by attending courses and other on or off the job learning events, being prepared for assessment, and actively participating in the planning and reviewing of their programme;
- Take responsibility for his/her own learning and development;
- Behave in a considerate and responsible manner, with due regard to his/her own and other's equality of opportunity and to the Health and Safety of others and self in his/her working and learning environment;

- Work for the employer to the best of his/her ability and in accordance with the employer's policies and procedures;
- Authorise his/her provider to apply for his/her apprentice completion certificate on his/her behalf;
- Any concerns the apprentice has about his/her learning should, in the first instance, be made to the provider delivering the apprenticeship. If resolution cannot be secured, concerns should then be referred to the provider contracted with the Welsh Government. In the rare event of a resolution still not being secured, the Welsh Government should be contacted.

The Employer agrees to:

- Actively promote the value of the apprenticeship within the organisation, and to ensure that other staff are fully aware of the needs of the apprentice;
- Employ and, as a minimum, pay the apprentice in accordance with National Minimum Wage requirements. Tips, gratuities, service charges and cover charges do not count towards minimum wage pay;
- Ensure the apprentice has a contract of employment;
- Undertake legal and contractual responsibilities for the Health and Safety of the apprentice;
- Ensure conformity with equal opportunities legislation and good practice;
- Ensure that sufficient time and resources are made available for the apprentice to fulfil their learning and assessment needs including to ensure that the apprentice attends work and training for at least sixteen hours per week, unless authorised absence has been granted;
- Actively contribute to the regular review of the apprentice's progress;
- Any concerns the employer has about the learning, should, in the first instance, be made to the provider delivering the apprenticeship. If resolution cannot be secured, concerns should then be referred to the provider contracted with the Welsh Government. In the rare event of a resolution still not being secured, the Welsh Government should be contacted.




CONTRACT BETWEEN PLACEMENT EMPLOYER AND B-WBL


This Contract is made between the Approved Trainer (B-WBL) and the placement employer:

Swansea Council -

Andrea Smith

(Employer's Name)

in respect of work-based training for:

Sarah Measday

(Learner's Name)

under **(Higher Apprenticeship / Apprenticeship / Foundation Apprenticeship / Traineeship / * (delete as applicable))**. The term 'Learner' refers to any individual in training with the employer under this contract.

1. This contract shall take effect as from the date of exchange of signed copies of the Learning Agreement.
2. All financial arrangements and hours of work between the Approved Trainer, Employer and the Learner shall be detailed in writing.
3. It shall be the responsibility of the employer to pay the Learner an agreed wage as detailed in a contract of employment complying with the national minimum wage.
~~Coleg Sir Gâr will pay the Trainee a maximum training allowance of £30 / £50 per week (Delete as appropriate) AN~~
4. It shall be the responsibility of the placement employer to take necessary steps for securing the health, safety and welfare and ensure equal opportunities for all learners participating in the elements of the learning programme provided by the placement employer to the extent and in the same manner as an employer is required to carry out under all current employment legislation for example, Health And Safety At Work Act 1974, and the Equality Act 2010. This is not an exhaustive list.
5. It shall be the responsibility of the placement employer to ensure that at all material times there are in force policies of insurance, that include public liability insurance and employer liability insurance in respect of all learners. Such policies shall afford at least an equivalent degree of cover to the policies maintained by the placement employer in respect of liability for accidents, damage, loss or injury caused by, or to, its own employees. It shall be the responsibility of the placement employer to ensure adequate supervision of learners.
6. Where a learner is injured, it shall be the duty of the placement employer to immediately notify Coleg Sir Gâr, Graig Campus, Sandy Road, Pwll, Llanelli, SA15 4DN Tel: 01554-748000, and enforcing authorities as appropriate.
7. It shall be the responsibility of the placement employer to carry out workplace training, which includes induction to the workplace, health and safety, equal opportunities and support towards the relevant qualification. The employer agrees to release the learner(s) for all the off the job training requirements.
8. It shall be the responsibility of the placement employer to sign the attendance records. (if applicable)
9. It shall be the responsibility of the placement employer to satisfy the criteria of the Welsh Governments Health and Safety checklist (VF1) and to supply the learner with the relevant personal protective equipment (PPE).
10. The placement employer will permit access to the Coleg Sir Gâr - Coleg Ceredigion Training Adviser and/or NVQ Assessor to monitor, review or assess the learner's progress and to up-date the Health and Safety checklist on a regular basis. The employer will give Training Advisers and Assessors access to Wifi facilities to undertake digital assessments and reviews according to Welsh Government programme requirements.
11. The Placement employer will permit access by officers of The Welsh Government and E.S.T.Y.N. to monitor training provision.

Signed and a copy received by:

PLACEMENT EMPLOYER

Date: 9.9.19

TRAINING ADVISER

Date: 9.9.19



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



SE1: Student Code of Conduct

Introduction

The University is keen to foster a culture where all are expected to behave appropriately and to provide an inclusive, supportive, and safe learning environment in which all students and staff can flourish and are able to fulfil their personal potential.

The Code of Conduct complements the Student Charter which states that students are expected to:

- recognise the importance of equality and diversity in the University by treating all members of the university community with respect both in person and on other channels such as social media.
- act as a responsible ambassador for the University through good conduct and engagement with the local community and environment.
- use the facilities and resources of the University with respect and consideration

General Principles

This Code of Conduct outlines examples of the different types of unacceptable behaviour that will amount to a breach of discipline. Lists of unacceptable behaviour given below are not exhaustive. The University can start disciplinary procedures in relation to other unacceptable behaviour.

Disciplinary offences are classified as either major or minor in the Student Disciplinary Policy (non-academic misconduct). It is not specified below which examples of unacceptable behaviour are major or minor and indeed the same unacceptable behaviour could be either major or minor depending on the seriousness of the disciplinary offence.

The indication of sanctions which may be applied to a particular disciplinary offence is illustrative only. A full list of sanctions that may be applied can be found in the Student Disciplinary Policy (non-academic misconduct).

Multiple or repeated incidents of misconduct may be more serious than a single act of misconduct and previous findings may be taken into account when determining what sanction should be imposed.

Definitions

Consent	a person consents if they agrees by choice and has the freedom and capacity to make that choice
Protected characteristic	a group protected by the Equality Act 2010: individual's sex, sexual orientation, religion or belief, race, pregnancy/maternity, marriage/civil partnership, gender reassignment, disability or age
Harassment	unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.
Bullying	offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

People

Disciplinary Offence	Examples Of Unacceptable Behaviour	Examples Of Sanctions
Physical Misconduct	Punching Kicking Slapping Pulling hair Biting Assault	Expulsion Suspension/Exclusion Restrictions/Conditions Behavioural contract Fine
	Pushing Shoving	Formal Warning Compulsory attendance at a workshop/coaching session Written Apology Behavioural contract Restorative justice Fine
Sexual Misconduct	Sexual intercourse or engaging in a sexual act without consent Attempting to engage in sexual intercourse or engaging in a sexual act without consent Sharing private sexual materials of another person without consent Physical sexual harassment: inappropriate invasion of personal space and/or inappropriate physical behaviour	Expulsion Suspension/Exclusion Restrictions/Conditions Formal Warning Compulsory attendance at a workshop/coaching session Written Apology Behavioural contract
	Repeatedly following another person without good reason Making unwanted remarks or advances of a sexual nature Display of offensive materials Inappropriate texting, emailing, posting of sexual materials on-line including but not limited to using derogatory sexual terms to describe someone Asking for sexual favours and making decisions based on sexual advances being accepted or rejected	

People

Disciplinary Offence	Examples Of Unacceptable Behaviour	Examples Of Sanctions
Abusive Behaviour	Shouting, threatening, abusing, intimidating or demeaning someone	Expulsion
	Abusive / insulting comments relating to an individual's sex, sexual orientation, religion or belief, race, pregnancy/maternity, marriage/civil partnership, gender reassignment, disability or age	Suspension/Exclusion
	Acting in an intimidating and hostile manner physically or by any means of communication	Restrictions/Conditions
	Ridiculing or destructively criticising	Behavioural contract
	Ostracising or marginalising	Formal warning
	Humiliating and undermining a person	Restorative justice
	Spreading malicious rumours or allegations via any means of communication including social media	
	Misuse of power	
	Use of inappropriate language	Formal Warning
	Repeatedly contacting another person (by phone, email, text or on social networking sites) against the wishes of the other person	Compulsory attendance at a workshop/coaching session
		Written Apology
		Restorative justice

Property

Disciplinary offence	Examples Of Unacceptable Behaviour	Examples Of Sanctions
Damage To Property	Causing damage to University property or the property of students or employees of the University or visitors to the University	Expulsion Suspension/Exclusion Restrictions/Conditions Requirement to make good the damage caused at his/her expense Fine
	Causing minor damage to University property or the property of students or employees of the University or visitors to the University	Formal Warning Compulsory attendance at a workshop/coaching session Written Apology Fine
Unauthorised Taking or Use Of Property	Unauthorised entry onto or unauthorised use of University premises	Expulsion Suspension/Exclusion
	Misappropriate any University property, funds, or assets Fraud Taking property belonging to another without permission	Restrictions/Conditions
Causing A Health or Safety Concern	Misuse of University property (for example computers and laboratory equipment)	Formal Warning Compulsory attendance at a workshop/coaching session Written Apology Fine Behavioural Contract
	Act/omission that did cause or could have caused serious harm on University premises or during University activities (for example, disabling fire extinguishers or possessing/supplying controlled drugs)	Expulsion Suspension/Exclusion Restrictions/Conditions Restitution of damage
	Act/omission that did cause or could have caused a health and safety concern on University premises (for example, smoking cigarettes in non-designated areas, disabling smoke detectors)	Formal Warning Compulsory attendance at a workshop/coaching session Written Apology Fine

University

Disciplinary Offence	Examples Of Unacceptable Behaviour	Examples Of Sanctions
Operational Obstruction	Acts/omissions/statements intended to deceive the University.	Expulsion
	Disruption of the activities of the University(including academic, administrative, sporting and social) on University premises or elsewhere	Suspension/Exclusion
	Disruption of the functions, duties or activities of any student or employee of the University or any authorised visitor to the University.	Restrictions/Conditions
	Improper interference with the activities of the University (including academic, administrative, sporting and social) on University premises or elsewhere	Behavioural Contract
	Improper interference with the functions, duties or activities of any student or employee of the University or any authorised visitor to the University	Formal Warning
Reputational Damage	Behaviour which has caused serious damage or could have caused serious damage to the reputation of the University or the University's relationship with the local community	Compulsory attendance at a workshop/coaching session
	Behaviour which has damaged or could have damaged the reputation of the University or the University's relationship with the local community	Written Apology

Code of Professional Conduct

As the professional body for HR and people development, the CIPD is the voice of a worldwide community of more than 145,000 members committed to championing better work and working lives. We set high standards of entry for membership and require all of our members to adhere to the standards and behaviours ('obligations') set out in this Code of Professional Conduct.

These obligations are grouped into headings of Professional Competence and Behaviour, Ethical Standards and Integrity, Representative of the Profession and Stewardship. They apply universally – at all stages of a CIPD member's career, regardless of size, sector or specialism, and your membership commits you to upholding and maintaining these. We take concerns regarding alleged breaches of the Code very seriously. In order to consider allegations of misconduct, Investigation and Conduct procedures apply and these are set out in the CIPD's Regulations available on the website.

1 Professional Competence and Behaviour

Members of the CIPD shall:

- 1.1 maintain professional knowledge and competence through continuing professional development, to ensure they provide a professional, up to date and insightful service
- 1.2 seek appropriate support if business needs require involvement in new areas of activity
- 1.3 accept responsibility for their own professional actions and decisions
- 1.4 apply professional high standards of relevance, accuracy and timeliness in the information and advice they provide to stakeholders.

2 Ethical Standards and Integrity

Members of the CIPD shall:

- 2.1 establish, maintain and develop business relationships based on confidence, trust and respect
- 2.2 exhibit and role model professional and personal integrity and honesty at all times
- 2.3 demonstrate and promote sensitivity for the customs, practices, culture and personal beliefs of others
- 2.4 champion employment and business practices that promote equality of opportunity, diversity and inclusion and support human rights and dignity
- 2.5 safeguard all confidential, commercially sensitive and personal data acquired as a result of business relationships and not use it for personal advantage or the benefit or detriment of third parties.

3 Representative of the profession

Members of the CIPD shall:

- 3.1 always act in a way which supports and upholds the reputation and values of the profession.
- 3.2 uphold their responsibilities as professional people towards the wider community
- 3.3 comply with prevailing laws and not encourage, assist or collude with others who may be engaged in unlawful conduct, taking action as appropriate.
- 3.4 exhibit personal leadership as a role model for maintaining the highest standards of ethical conduct
- 3.5 be mindful of the distinction between acting in a personal and professional capacity.

4 Stewardship

Members of the CIPD shall:

- 4.1 demonstrate and promote fair and reasonable standards in the treatment of people who are operating within their sphere of influence
- 4.2 challenge others if they suspect unlawful or unethical conduct or behaviour, taking action as appropriate
- 4.3 ensure that their professional judgement is not compromised nor could be perceived as being compromised because of bias, or the undue influence of others
- 4.4 promote appropriate people management and development practices to influence and enable the achievement of business objectives
- 4.5 ensure those working for them have the appropriate level of competence, supervision and support.

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources - 5CDPP

Report Title: Activity 2 – Understanding the range of HR roles and behavioural requirements of HR professional's.

Student Name: Sarah Measday

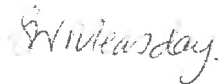
Student Number:- 1910137

CIPD Member Number:- 55478518

Word Count: 1000 words

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: 12.1.2020

Executive Summary and Introduction

The Profession Map of the CIPD outlines the standards for HR professionals all over the world. It can be used to define great HR, diagnose areas of success and improvement, build on HR capacity and to recognise achievement through professional qualifications and membership.

The aim of this report is to provide an overview of what it is to be a professional in a HR Context, how the CIPD Profession Map is made up and how it can be used in individual HR Professionals, Teams and Organisational Development.

In order to understand the CIPD Profession Map, we must first understand this Question. **What is a Professional?**

Lester (2010, p2) sums up a commonly held point of view when he argues that a professional is someone who: “makes proficient use of expert or specialist knowledge, exercises autonomous thought and judgement, and makes a voluntary commitment to a set of principles. Such a person need not be a member of an easily defined profession or of a professional association; it is possible to work as a professional from a set of expertise and skills that is relatively unique to the individual”.

What makes HR a “Profession” rather than an “Occupation”?

The following 3 Characteristics broadly suggest a profession:-

1. It is based on a body of knowledge, which can be taught and learned.
2. It's practitioner's possess appropriate expertise to which they apply their knowledge and judgement.
3. It is underpinned by a code of conduct or ethics.

The CIPD does act as a governing body in the UK for HR professionals but unlike professions such as Law and Medicine, it is not compulsory to be a member to practice. However, more and more HR Professionals are becoming members of the CIPD and it should be noted that the CIPD is the only professional body acting in the HR Profession at the moment.

Helpfully the CIPD has a Code of Conduct and Ethics by which it's members can observe high standards of work. If you are a member of the CIPD failure to adhere can result in membership revocation. The Code of Conduct has four major parts:

- Professional competence and behaviour – members will remain professional, ensure that they are up to date with the service and accept responsibility for their own personal actions.
- Ethical standards and integrity – member's will act with honesty, sensitivity, dignity, confidentiality, ethically and promote equality etc
- Representation of the profession – members will act in a way that upholds the profession; comply with Law and role model ethical standards.
- Stewardship – member's will promote fairness, Challenge others conduct or behaviour and promote appropriate people management and development practices.

Source :- CIPD – Code of Conduct 2012

The CIPD has produced what is known as the Profession Map. See Fig 1 below

For the purpose of this study we are looking at the 2013 Profession Map. The Profession Map covers 10 professional areas and 8 behaviours, set out in 4 bands of competence. The Map covers every level of the HR profession, from Band 1 at the start of an HR career to Band 4 for the most senior managers.

It has been designed to be relevant and applicable to HR professionals operating anywhere in the world, in order that they can develop their Career Paths.

In 2018 the Professional Map was updated and the purpose of the profession at the heart of the Map has been described as: - “championing better work and working lives”

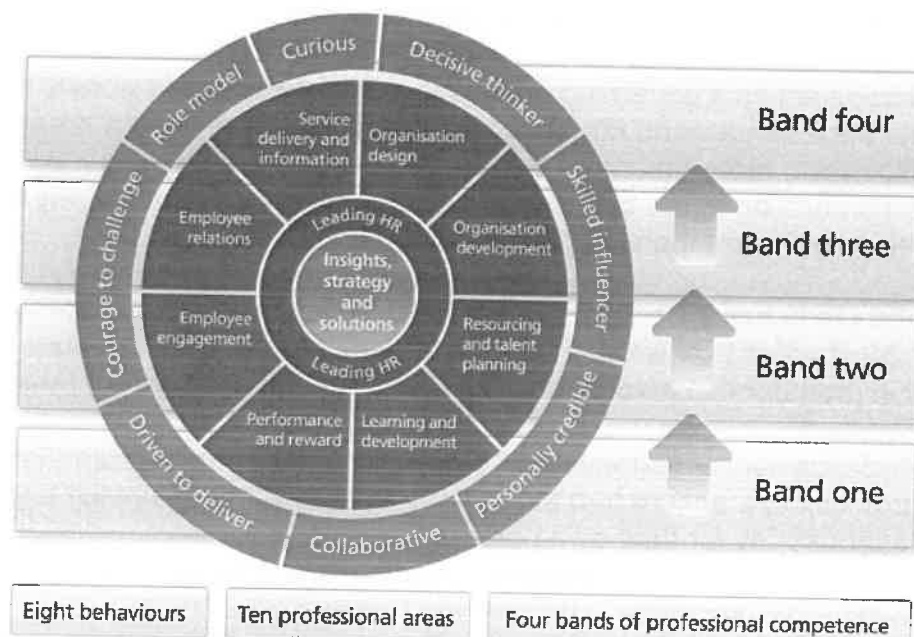


Fig 1 :- Source (CIPD 2015)

The Four Bands

Band 1 – Supports members with administration and processes. Effectively manages information and data and is customer orientated.

Band 2 – Advises on and/or manages HR related issues relating to individuals or teams. Has clear understanding of the evaluation process and solutions available.

Band 3 – Leads a professional area acting as a consultant or partner, addresses key HR challenges at an organisational level for the medium, long term.

Band 4 – Leads and manages a professional area(s) and/or the organisation. Responsible for developing and delivering organisational and HR strategy.

(CIPD 2013)

In order to progress “in the field” an individual would be looking to transition between Bands i.e. Band 1 to 2 (first transition), Band 2 to 3 (second transition), Band 3 to 4 (Third transition). In order to progress, there are challenges that must be met at each level.

The Ten Professional Areas

At the very Core of the Professional Map there are two major Professional Areas :-

1. Insights Strategy and Solutions and
2. Leading HR

These two areas are applicable to all HR professionals regardless of which Band, Role, Stage of Career they are currently in. They underpin all that the Professional Map stands for and are at the forefront of the fundamentals of CIPD.

The further 8 areas are as follows:-

3. Organisational Design
4. Organisational Development
5. Resourcing and Talent Planning
6. Learning and Development
7. Performance and Reward
8. Employee Engagement
9. Employee Relations
10. Service Delivery and Information

These 10 areas broadly cover what is needed and what as a professional you will need to do in each area in order to fulfil the four bands of professional competence.

Areas of competence will include:-

Relationship with Client

Focus of Activity

Where time is Spent

Service to the Client

Measures

The Eight Behaviours

There are eight behaviours described within the Profession Map which are needed to carry out activities, they come under the following headings:-

1. Curious
2. Decisive thinker
3. Skilled influencer
4. Personally Credible
5. Collaborative
6. Driven to deliver
7. Courage to challenge
8. Role model

All eight behaviours are essential to the effectiveness of the HR Professional.

1. Curious thinkers - seek out new ways, future focused.
2. Decisive thinkers - are able to analyse data and information quickly, making quick decision.
3. Skilled influencers can gain commitment and support from the necessary stakeholders.
4. Personally Credible – bringing an element of professionalism to the table.
5. Collaborative workers - brings different people together.
6. Driven to deliver – demonstrates determination for great results.
7. Courage to Challenge – Confidence to “Speak Out” in challenging circumstances.
8. Role Model – Someone who acts with integrity.

All Eight Behaviours have a Common theme – they seek to “add value” to the Organisation e.g. – Curious Thinkers, as the title suggests are Curious about organisational issues and seek out the reasons why we do things? If a new solution can be found for processing recruitment e.g. then they would question, why we do what we do and look to develop new innovative ways to add value or improvement’s to the organisation and its process.

The CIPD has encouraged HR Professional’s to move away from their Administrative function and become “Thinking Performers” this is at the core of the above Eight behaviours . The thinking performer doesn’t just think operationally, they would also think about what they are doing and why!

Conclusion

We should now understand the Human Resource Profession, Professionalism and the part that the CIPD play in acting as a governing body for the profession. The CIPD Profession Map has been produced by the CIPD in order for HR professional’s to progress their HR Career Paths and encourages Professional’s to be “Thinking Performer’s”, “Adding Value” to the Industry.

Reference List

Taylor, S. and Woodhams, C. (2016). *Studying Human Resource Management* (2 ed.). London: CIPD

CIPD (2019) Profession Map. Available at: <https://www.cipd.co.uk/learn/profession-map> (Accessed: 20th December 2019)

CIPD (2019) Professional Standards. Available at: <https://www.cipd.co.uk/about/what-we-do/professional-standards> (Accessed: 20th December 2019)

Louise Reilly (March 2019) 5 traits of a Thinking Performer in your Business. Available at: <https://www.icslearn.co.uk/blog/posts/2019/march/5-traits-of-a-thinking-performer-in-your-business/> (Accessed 5th January 2020)

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources - 5CDPP

Report Title: **Activity 3 – Portfolio of Workplace Evidence**

Student Name: Sarah Measday

Student Number:- 1910137

CIPD Member Number:- 55478518

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:

S Measday

Date: 12.1.2020.

Introduction

I am currently employed by Swansea Council as a Workforce – Analytical, Recruitment and Change Officer. This role as it suggests work's with Employees and manager's and alongside Human Resource Manager's and is split into 3 area Data, Recruitment and changes.

The Data Team deal with the analysis of data directly related to the Workforce, Structural Changes to the Hierarchy, Reporting and report running.

The Recruitment Team deal with recruitment from Advert to Successful Candidate, this includes internal and external candidates. It also includes Redeployment of employees and Vacancy Management.

The Changes Team deal with any Changes to existing employees contracts. In other words any of the following: - Maternity Commencement and Return, Changes in Hours, Grades and Job titles, Delegated Power Reports (DPR) involving structure changes (liaising with the Data team and HR Business Partner's), Honorarium Approval's and Changes, Early Retirement / Voluntary Redundancy (ERVR) cases (liaising with HR Business Partner, Pensions, Payroll and Managers) .

In my role, the expectation is that I manage the piece of work from start to finish as soon as it is allocated to myself.

This includes planning what needs to be done, liaising with the appropriate parties involved and implementing the changes. We do have process notes and specific instructions for many scenarios and guidelines to follow but there are often times where you would need to analyse a situation and / or take advice before any action can be taken.

I have attached 3 examples of the type of work that I do under the headings of:-

1. Management of Change / Employee Relations
2. Reward Management
3. Maternity Return Paperwork / Management of Change

For each example I have provided a cover page showing the Management of the project and the paperwork that goes with that is provided as evidence. I have Redacted Employee names where appropriate.

MANAGEMENT OF CHANGE / EMPLOYEE RELATIONS

Incorrect Hrs and Flexi Adjustment's

Email received from manager regarding Incorrect Hrs entered on 2 Employee's Records and Flexi reports.

Employee 1 - work's 37hrs but has been entered as 36.75hrs on Flexi but on checking the record for Payroll is Correct at 37hrs.

Investigation via looking through Records show Employee's hrs are correct and Flexi should be adjusted to 37hrs.

Situation resolved by Emailing Service Centre Helpdesk to Amend Flexi Record. Flexi will now work correctly going forward for Employee.

Employee 2 – Work's 36.75hrs since Dec 2014 when the service all agreed to reduce their hrs by 15mins in order to employee extra administrative staff.

Investigation show's that Paperwork is held on file to reduce employee hrs from 1st April 2014 and appears that this has not happened.

Oracle updated to reflect this and SW3 sent to Payroll to correct this, an underpayment of Salary will be actioned by Payroll and paid to the Employee.

Evidence attached

1. Inquiry email
2. Emails to Service Centre to adjust flexi
3. Email to Payroll to adjust Hrs and backdate Salary.
4. Email to Manager confirming Changes to be made to correct situation.

Sarah Measday

From: Jon Roberts
Sent: 20 December 2019 12:45
To: Sarah Measday
Subject: RE: Time & Salary

Follow Up Flag: Follow up
Flag Status: Completed

Ok Sarah. Thanks very much.

Regards
Jon



Jon Roberts BSc.(Hons) MRICS
Arweinydd Tîm Rheoli Adeiladu
Building Control Team Leader

☎ 01792 635618 | 07980 721588
✉ jon.roberts@swansea.gov.uk
✉ jon.roberts@abertawe.gov.uk
www.swansea.gov.uk/bcon



From: Sarah Measday <Sarah.Measday@swansea.gov.uk>
Sent: 20 December 2019 12:24
To: Jon Roberts <Jon.Roberts@swansea.gov.uk>
Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>
Subject: RE: Time & Salary

Hi Jon,

I have had a look at your records and I can confirm that you are being paid correctly and that your issue of incorrect hrs will need to be corrected by the flexi team as on oracle you are working 37hrs. I will forward this email on to them and ask them to update your records to show that you work 37hrs not the 36.75 hrs.

With regards to [REDACTED], his working hrs have been inputted incorrectly since 2014 as it should be entered as a decimal figure of 36.75hrs – 36.45 hrs equates to 37hrs 27mins which equates to an underpayment of 18mins per week since the times changed. I will have to pull his paper file (I'll do this this afternoon) to double check that the information we received was to put him on 36.75 rather than the 36.45 that has been actioned but if all others are paid this and he should have been then we would rectify this by paying him the money owed.

If Flexi states that he does 36.75hrs then this is correct so this won't need changing.

I'll give you a call later when I have checked the file, what's the best number to reach you on?

Cofion cynnes/Kind regards



Sarah Measday

Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau

Workforce- ARC Officer

01792-636098

sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Jon Roberts <Jon.Roberts@swansea.gov.uk>

Sent: 20 December 2019 10:53

To: Workforce Transactional <Workforce.Transaction@swansea.gov.uk>

Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>

Subject: FW: Time & Salary

Hi. Wyn has referred me to you regarding the issues identified below.

Can you please contact me to discuss and confirm any changes that need to be made?

Kind regards

Jon



Jon Roberts BSc.(Hons) MRICS
Arweinydd Tîm Rheoli Adeiladu
Building Control Team Leader

☎ 01792 635618 | 07980 721588

✉ jon.roberts@swansea.gov.uk

✉ jon.roberts@abertawe.gov.uk

www.swansea.gov.uk/bcon





From: Wyn Mathews <Wyn.Mathews@swansea.gov.uk>
Sent: 19 December 2019 15:46
To: Jon Roberts <Jon.Roberts@swansea.gov.uk>
Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>
Subject: RE: Time & Salary

Hi both

As this is a system / Payroll issue, you will need to email these queries to the Workforce Transactional mailbox.

It is easier if you email them directly as that way they will respond directly to yourselves if they need any further information.

Hopefully they will be able to rectify these issues, but if this doesn't happen come back to me.

Thanks

Wyn

Wyn Matthews

Prif Bartner Busnes AD & DS
Principal HR & OD Business Partner

☎ 07471 145357

✉ wyn.mathews@swansea.gov.uk

✉ wyn.mathews@abertawe.gov.uk

From: Jon Roberts <Jon.Roberts@swansea.gov.uk>
Sent: 19 December 2019 14:20
To: Wyn Mathews <Wyn.Mathews@swansea.gov.uk>
Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>
Subject: Time & Salary

Hi Wyn.

As part of a review of budget and costs Peter & I have identified two issues with contracted time after looking at salary budget papers.

As part of a saving in 2014 all of the Building Control Surveyors agreed to drop their working hours by 15mins per week to 36.75 hrs. In the last few days Peter has noticed that in a salary spreadsheet one of the officers is only receiving a Salary based on 36.45hrs. This appears to be borne out by information we can see on Oracle regarding his personal details and contract?

On checking his Flexi allowance it appears that his flexi time is based on the 36.75hrs as his requirement to work on a Monday is for 7.09hrs. It's a situation where he has been paid less than his colleagues at a level lower than he agreed to. He has however, indirectly appeared to benefited from the flexi system which is based on the 36.75hrs. He does however, at each flexi period end have several hours 'knocked off' and reduced to 12hrs, so does not on the face of it accumulate 'extra time'.

As part of this checking by us, I also noticed that my flexi allowance is based on 36.75 hrs, although I'm contracted since 18th September 2017 for 37hrs, in effect I've had to work less time (LOL 😊)

We're obviously anxious to sort out these anomalies. Firstly be correcting my flexi requirement to 37hrs. Secondly and perhaps a little more complicated is establishing if David Lloyd is in fact being paid less, and how do we approach the issue of dealing with the underpayment made on his salary for the last 5 years?

We'd appreciate some advice as to how we should approach this?

Regards



Jon Roberts BSc.(Hons) MRICS

Arweinydd Tîm Rheoli Adeiladu
Building Control Team Leader

☎ 01792 635618 | 07980 721588

✉ jon.roberts@swansea.gov.uk

www.swansea.gov.uk/bcon



Sarah Measday

From: Sarah Measday
Sent: 20 December 2019 14:12
To: Service Centre Helpdesk
Cc: Jon Roberts
Subject: Flexi Amendment Jon Roberts 064093 ---FW: Time & Salary

Hi Please can you adjust Jon Roberts Hrs on the flexi system.

He is currently down as working 36.75 on flexi but actually he work's the full 37hrs per week.

Many Thanks

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Jon Roberts <Jon.Roberts@swansea.gov.uk>
Sent: 20 December 2019 10:53
To: Workforce Transactional <Workforce.Transaction@swansea.gov.uk>
Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>
Subject: Intro email sent 20.12.2019 snm ---FW: Time & Salary

Hi. Wyn has referred me to you regarding the issues identified below.

Can you please contact me to discuss and confirm any changes that need to be made?

Kind regards
Jon



Jon Roberts BSc.(Hons) MRICS
Arweinydd Tîm Rheoli Adeiladu
Building Control Team Leader

☎ 01792 635618 | 07980 721588

✉ jon.roberts@swansea.gov.uk

✉ jon.roberts@abertawe.gov.uk

www.swansea.gov.uk/bcon



From: Wyn Mathews <Wyn.Mathews@swansea.gov.uk>

Sent: 19 December 2019 15:46

To: Jon Roberts <Jon.Roberts@swansea.gov.uk>

Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>

Subject: RE: Time & Salary

Hi both

As this is a system / Payroll issue, you will need to email these queries to the Workforce Transactional mailbox.

It is easier if you email them directly as that way they will respond directly to yourselves if they need any further information.

Hopefully they will be able to rectify these issues, but if this doesn't happen come back to me.

Thanks

Wyn

Wyn Matthews

Prif Bartner Busnes AD & DS
Principal HR & OD Business Partner

☎ 07471 145357

✉ wyn.mathews@swansea.gov.uk

✉ wyn.mathews@abertawe.gov.uk

From: Jon Roberts <Jon.Roberts@swansea.gov.uk>

Sent: 19 December 2019 14:20

To: Wyn Mathews <Wyn.Mathews@swansea.gov.uk>

Cc: Peter Richards (EVH) <Peter.C.Richards@swansea.gov.uk>

Subject: Time & Salary

Sarah Measday

From: Sarah Measday
Sent: 20 December 2019 14:31
To: Payroll.SWs
Subject: SW3 David Lloyd 058462 - Underpayment from 1.12.2014 - incorrect hrs entered on Oracle
Attachments: SW3 David Lloyd 058462 - Underpayment from 1.12.2014 - incorrect hrs entered on Oracle.doc; David Lloyd incorrect working hrs entered on oracle 20.12.2019

Hi

Please find attached an SW3 for the underpayment of ~~David Lloyd's~~ Salary.

~~David's~~ hrs changed from 37hrs per week to 36hrs 45 mins from 1st Dec 2014 – The hrs have been entered on Oracle at this time as 36.45 rather than the decimal of 36.75 – this has resulted in the underpayment of salary. . I've also attached the letter's sent out at the time to show he work's 36.hrs 45mins.

I have updated Oracle – please can the underpayment be paid in David's January Salary.

Can you let me know roughly how much this is so that Jon Roberts the line manager can inform David.

Many Thanks

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

Change to Details Form – SW3

To be fully completed by all Line Managers

Page 1

Name of Directorate:

Location Name:

Employee Details:

Forenames: David

Surname: David

NI No:

Pay No:

0 5 8 4 6 2

Current Position No:

P L 0 0 4 3 V 1

New Employment Details:

PLEASE NOTE: YOU SHOULD NOT APPOINT TO A POSITION SUBJECT TO A DBS DISCLOSURE UNTIL CLEARANCE HAS BEEN RECEIVED:

IS THIS POSITION SUBJECT TO A DBS DISCLOSURE? YES ☐ NO ☐

HAS THIS DISCLOSURE BEEN UNDERTAKEN? YES ☐ NO ☐

Post Title: Senior Building Control Officer

Hours per week: 36.75

Position No:

Grade from: to:

SCP from: to:

Contract Type: 39 ☐ 40 ☐ 41 ☐ 52 ☐
(Education only)

Directorate:

Salary Grade from: £ to: £

Service Unit:

Fixed hourly Rate: £ (if applicable)

Section:

Starting Salary: £

SCP:

Location:

Date of Commencement: 1st Dec 2014

Organisation for Oracle :

Is this Employment:

Permanent ☐ Temporary ☐
Relief ☐ Fixed Term ☐
Honorary ☐ Regrading ☐
Other ☐

If Other, please state:

IF TEMPORARY, PLEASE PROVIDE END DATE:

Payroll:

Monthly



Salary Basis:

Spinal Salary



Ad Hoc



Annual Salary



Name of Child: (Education only)

Is Employee a Purchaser/Approver? Yes ☐ No ☐

Service

Code:

Cost Centre:

Project Code

Further Comments:

Employee reduced hrs by 15mins per week to 36.75 from 1st December 2014 – The hrs have been entered on oracle incorrectly as 36.45 rather than 36.75 – this has now been corrected – there has therefore been an under payment in salary since 1st Dec 2014 – please pay underpayment in with January's salary

Change to Details Form – SW3

Page 2

Tier Manager Information:

- Tier 1 ☐ - Chief Executive & Department Directors
 Tier 2 ☐ - All Heads of Service
 Tier 3 ☐ - All Senior Management (who report directly to HoS)
 Tier 4 ☐ - Managers who report to Senior Management
 Tier 5 ☐
 Trainee ☐
 Employee ☒ Employee to be selected if no other option applies.

If person is covering another Employee, please give details:

Name:

Pay No:

Reason:

Supervisor Information:

Name of Employee's Supervisor:

Supervisor Pay No:

Is the Employee moving into a Supervisor role? Yes ☐ No

If Yes, please provide the names and pay no's of the Employees he/she will be supervising:

Name:	Pay No:	Name:	Pay No:	Name:	Pay No:

If the Employee is transferring from a Supervisor role, please provide the names and pay no.s of the Employees he/she previously supervised:

Name:	Pay No:	Name:	Pay No:	Name:	Pay No:

Please provide the name and pay no. of the person who will now be supervising the above Employees:

Name:

Pay No:

Should the post this Employee is vacating now be eliminated? (If applicable) Yes ☐ No ☐

HR/Payroll use only:

Social Services Line No:

Copy date to JE:

Name of Workforce Team Member who completed form: Sarah Measday

Authorised by: SNM

Position: Workforce Arc Officer

Contact Tel No:

Date: 6.1.2020

Authorised: Yes ☐ No ☐

Actioned by:

REWARD MANAGEMENT

Honorarium Payment

4th Dec 2019 -Email received from Manager – Request to Submit Honorarium Request for approval of Corporate Management Team (CMT)

5th Dec 2019 -Honorarium Payment Form sent LE for CMT Approval

12th Dec 2019 – Honorarium Approval received. Manager Notified.

The manager then offered the Higher graded Honorarium to an internal member of staff.

23rd Dec 2019 - Team member HY then notified myself that Employee had been offered an Honorarium Payment for the higher paid post. Further Details were sought from HY on exact payment instructions and start dates of Honoraria.

30th Dec 2019 – Instruction sent to Payroll in the form of SW3 instructing the auctioning of Honorarium Payment starting 1st Jan 2020. Letter sent to employee confirming the 6 month temporary payment and review date. Changes actioned on Oracle system, review alert date set.

This piece of work is fairly straight forward but we must always correspond with managers to ensure that the correct payment and time scales are actioned. These actions ensure that Corporate Policy and Finance requirements are met.

Sarah Measday

From: Julian Morgans
Sent: 04 December 2019 18:08
To: Workforce Transactional
Subject: submitted 5.12 for approval on 11th Dec ---honorarium application to be considered by CMT
Attachments: HoS approval RE: Honoraria request for consideration; HR approval RE: Honoraria request for consideration; Senior Social Care Payment and Recovery Officer Honorarium_payment_form_-_template.doc; Finance approval RE: Honoraria request for consideration
Categories: Sarah



Hi

Please can you submit this honorarium application to CMT for consideration. Necessary approvals also attached.

HR officer has advised that it needs to be approved before the relevant staff are given the opportunity to apply for the enhanced role

Thanks

Julian Morgans
Revenues and Benefits Manager
Rheolwr Refeniw a Budd-daliadau

☎ 01792 635872

✉ julian.morgans@swansea.gov.uk

✉ julian.morgans@abertawe.gov.uk

Er mwyn cael gwybodaeth am sut yr ydym yn defnyddio'ch data personol, ewch i
www.abertawe.gov.uk/GwybodaethBersonolRefeniwaBudd-daliadau

For information about how we use your personal data, please visit
www.swansea.gov.uk/RevsandBenspersonalinfo

Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.

We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales.

Honorarium Payment

Employee Name:	TBC once honoraria payment has been approved. 3 grade 6 staff will have the opportunity to apply.
Post Title:	Social Care Payment and Recovery Officer
Pay No:	TBC
Department:	Resources
Service Area/Section:	Revenues and Benefits / Social Care Income and Finance Team
Current Grade & Scp:	Grade 6 SCP 11 £21,166
Details of higher graded post:	Senior Social Care Payment and Recovery Officer
Grade and scp of higher graded post:	Grade 7 SCP 19 £24,799
Percentage of duties undertaken:	50%
Does this work need to be undertaken?	Yes
Is this proposal the most cost effective method?	Yes - the additional payments will be funded from vacancies within the section
Implications on not awarding this payment	Service Users will not receive the support required for their well being. Income to the authority will reduce as there will be an impact on the promptness and regularity of the billing process. Another senior senior officer has been covering some of the duties for an interim period but needs to return to their own role on a full time basis. The team is about to take on an additional scrutiny role of social care packages as laid out in a recent DPR which also approved an additional. The new post holder will need to be supported. Without this payment, it will not be possible to start the increased scrutiny of care packages and the potential savings anticipated from right sizing those care packages may not be achieved.
Prepared By:	Julian Morgans
Date:	4 th December 2019

EXAMPLE 1

DIFFERENCE BETWEEN SUBSTANTIVE GRADE & HIGHER GRADE

Reason for Payment				
(e.g. cover for long term absence or to undertake a specific piece of work)				
The officer will be required to undertake additional duties and responsibilities resulting from the absence of the Senior Social Care Payment and Recovery Officer due to a serious long term illness				
Duration of Payment				
The payment is effective from 1 st January 2020 until 30 th June 2020 when the position will be reviewed.				
Details of Payment				
(e.g. percentage increase in salary and how the payment has been calculated)				
The payment is based on the the difference between Grade 6, scp 16 and Grade 7, scp 19 and as the officer will not be undertaking the full range of duties, they will receive 50%, i.e. £83.79 per month. See Appendix 1 for a copy of the calculation.				
Approvals				
	Yes	No	Signature	Date
Head of Service				
Director				
Finance				
For Head of HR				
CMT				

HONORARIUM PAYMENT - Officer affected to be confirmed once approved

	GRADE	SCP	SALARY
Current salary	6	11	£ 21,166
Proposed salary	7	19	£ 24,799
Difference in Salary per annum			£ 3,633.00
Amount per month			£ 302.75
Percentage	50%		£ 151.38

Sarah Measday

From: Liz Edmonds
Sent: 12 December 2019 12:10
To: Workforce Transactional
Subject: Approval's 11.12.2019 ---CMT decision
Attachments: Senior Social Care Payment and Recovery Officer
Honorarium_payment_form_-_template.doc; Honararia 11.12.19.docx

Follow Up Flag: Follow up
Flag Status: Completed

Categories: Sarah



Hi
Please see attached.
Regards
Liz

Liz Edmonds
Swyddog Cefnogi'r Prif Weithredwr
Chief Executive's Support Officer

☎ 01792 637530

✉ Liz.Edmonds@swansea.gov.uk

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We welcome correspondence in Welsh and will deal with Welsh and English correspondence to the same standards and timescales

Sarah Measday

From: Heather Young
Sent: 23 December 2019 10:11
To: Sarah Measday
Subject: FW: who to tell in HR FW: ----Honorarium request for consideration by CMT

Follow Up Flag: Follow up
Flag Status: Completed

Hi Sarah

Please see below for the chain of e-mails regarding the honorarium.

Regards
Heather Young

Heather Young

Rheolwr Incwm a Chyllid Gofal Cymdeithasol & Budd-daliadau Gwasanaethau Cwsmeriaid
Social Care Income and Finance & Benefits Customer Services Manager



Cyngor **Abertawe**
Swansea Council



Cyngor **Abertawe**
Swansea Council

☎ 01792 636898

✉ heather.young@swansea.gov.uk

✉ heather.young@abertawe.gov.uk

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From: Julian Morgans <Julian.Morgans@swansea.gov.uk>
Sent: 20 December 2019 17:40
To: Heather Young <Heather.Young@swansea.gov.uk>
Subject: who to tell in HR FW: ----Honorarium request for consideration by CMT

If you tell Sarah Measday about ~~it~~ she said she will action it for us

Julian Morgans
Revenues and Benefits Manager
Rheolwr Refeniw a Budd-daliadau

☎ 01792 635872

✉ julian.morgans@swansea.gov.uk

✉ julian.morgans@abertawe.gov.uk

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From: Sarah Measday <Sarah.Measday@swansea.gov.uk>
Sent: 12 December 2019 15:38
To: Julian Morgans <Julian.Morgans@swansea.gov.uk>
Subject: RE: ----Honorary request for consideration by CMT

Fab That's great. Once the persons have been agreed come back to me and I can action for you.

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Julian Morgans <Julian.Morgans@swansea.gov.uk>
Sent: 12 December 2019 15:19
To: Sarah Measday <Sarah.Measday@swansea.gov.uk>
Subject: RE: ----Honorary request for consideration by CMT

Thanks Sarah

No difference, just that its quicker than I thought ☺

Thank you



Julian Morgans
Revenues and Benefits Manager
Rheolwr Refeniw a Budd-daliadau

☎ 01792 635872

✉ julian.morgans@swansea.gov.uk

✉ julian.morgans@abertawe.gov.uk

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From: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Sent: 12 December 2019 15:17

To: Julian Morgans <Julian.Morgans@swansea.gov.uk>

Subject: ----Honorarium request for consideration by CMT

Hi Julian,

I submitted this for you last week and then you noticed that Adam had not approved but I asked Liz to leave it off until we had the approval but it appears to have gone in anyway and has come back to us as approved.

Please find attached the approval spreadsheet. You can now move forward to offering the enhanced roles.

Sorry for the confusion and Hope it makes no difference (ie there are no differences on the request sent in today). Any problem's let me know.

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?



From: Julian Morgans <Julian.Morgans@swansea.gov.uk>

Sent: 12 December 2019 12:07

To: Workforce Transactional

<Workforce.Transaction@swansea.gov.uk>

Subject: Submitted 12.12.2019 for CMT on 18th Dec -----Honorary request for consideration by CMT

Hi

Please can you submit this honorary application to CMT for consideration. Necessary approvals also attached.

HR officer has advised that it needs to be approved before the relevant staff are given the opportunity to apply for the enhanced role

Thanks

Julian Morgans
Revenues and Benefits Manager
Rheolwr Refeniw a Budd-daliadau

☎ 01792 635872

✉ julian.morgans@swansea.gov.uk

✉ julian.morgans@abertawe.gov.uk

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Sarah Measday

From: Sarah Measday
Sent: 30 December 2019 13:55
To: Payroll.SWs
Subject: SW3 [REDACTED] 875639 - Honorarium Commencing 1.1.2020
Attachments: SW3 [REDACTED] 875639 - Honorarium Commencing 1.1.2020.doc; Successful candidate for the Honorarium to cover post number RE66923

Honorarium Calculations also attached.

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

Change to Details Form – SW3

To be fully completed by all Line Managers

Page 1

Name of Directorate:

Location Name:

Employee Details:

Forenames: Robert

Surname: Morgan

NI No:

Pay No:

8 7 5 6 3 9

Current Position
No:

R E 6 6 9 2 2 - V1

New Employment Details:

PLEASE NOTE: YOU SHOULD NOT APPOINT TO A POSITION SUBJECT TO A DBS DISCLOSURE UNTIL CLEARANCE HAS BEEN RECEIVED:

IS THIS POSITION SUBJECT TO A DBS DISCLOSURE? YES ☐ NO ☐
HAS THIS DISCLOSURE BEEN UNDERTAKEN? YES ☐ NO ☐

Post Title:

Hours per week: 37

Position No:

Grade from: to:

SCP from: to:

Contract Type: 39 ☐ 40 ☐ 41 ☐ 52 ☐
(Education only)

Directorate:

Salary Grade from: £ to: £

Service Unit:

Fixed hourly Rate: £ (if applicable)

Section:

Starting Salary: £ SCP:

Location:

Date of Commencement: 1st Jan 2020

Organisation for Oracle :

Is this Employment:

Permanent ☐ Temporary ☒
Relief ☐ Fixed Term ☐
Honorary ☒ Regrading ☐
Other ☐

If Other, please state:

IF TEMPORARY, PLEASE PROVIDE END
DATE: 30th June 2020

Payroll:

Monthly ☒

Salary Basis:

Spinal Salary ☒
Ad Hoc ☐
Annual Salary ☐

Name of Child: (Education only)

Is Employee a Purchaser/Approver? Yes ☐ No ☐

Service
Code:

Cost Centre:

Project Code

Further Comments:

Employee has been awarded an Honorary for covering a higher paid role – He needs to be paid 50% of the difference between Grade 6 SCP 11 and Grade 7 SCP 19 = £151.38

Change to Details Form – SW3

Page 2

Tier Manager Information:

- Tier 1 ☐ - Chief Executive & Department Directors
 Tier 2 ☐ - All Heads of Service
 Tier 3 ☐ - All Senior Management (who report directly to HoS)
 Tier 4 ☐ - Managers who report to Senior Management
 Tier 5 ☐
 Trainee ☐
 Employee ☒ Employee to be selected if no other option applies.

If person is covering another Employee, please give details:

Name:

Pay No:

Reason:

Supervisor Information:

Name of Employee's Supervisor:

Supervisor Pay No:

Is the Employee moving into a Supervisor role? Yes ☐ No ☐

If Yes, please provide the names and pay no's of the Employees he/she will be supervising:

Name:	Pay No:	Name:	Pay No:	Name:	Pay No:

If the Employee is transferring from a Supervisor role, please provide the names and pay no.s of the Employees he/she previously supervised:

Name:	Pay No:	Name:	Pay No:	Name:	Pay No:

Please provide the name and pay no. of the person who will now be supervising the above Employees:

Name: Pay No:

Should the post this Employee is vacating now be eliminated? (If applicable) Yes ☐ No ☐

HR/Payroll use only:

Social Services Line No:

Copy date to JE:

Name of Workforce Team Member who completed form: Sarah Measday

Authorised by: SNM

Position: Workforce Arc Officer

Contact Tel No:

Date: 30.12.2019

Authorised: Yes ☐ No ☐

Actioned by:

Robert Morgan
Flat 1,
14 St James Gardens
Swansea,
SA1 6DY

Please ask for: Sarah Measday
Direct Line: 636098
E-Mail: Sarah.measday@swansea.gov.uk
Our Ref: SNM/SCW
Your Ref:
Date: 30th December 2019

Dear Robert

HONORARIUM AGREEMENT – RE.66922-V1.Social Care Payment & Recovery Officer

I can advise that an Honorary Agreement has been authorised for acting up in the above named post. This Agreement has been agreed for the period 1st January 2020 until 30th June 2020.

At the end of this period, the situation will be reviewed.

All your other terms and conditions remain unchanged.

If you have any concerns or queries, please do not hesitate to contact me on the above telephone number.

Yours sincerely



Sarah Measday
Workforce ARC Officer

Maternity Return Paperwork – TUPE transferred Annual Leave calculation queries – Reduced Hrs on return after Maternity Leave

Employee TUPE Transferred to Swansea Council 1st April 2019 but commenced Maternity Prior to this whilst working for Bridgend Council.

Employee requested breakdown of Holidays Accrued – Manager's would normally do this but as the TUPE transfer was involved we needed to establish leave from previous authorities etc

Leave was worked out with corrections when further information was discovered and hrs had been entered incorrectly on our system.

Payroll confirmed that this would not affect payments of Maternity as this was calculated and entered by Bridgend prior to commencement with Swansea.

Notification was sent to Payroll 30th December to reduce hrs from 37 to 30 Hrs from start date of 1st April 2019.

Notification was sent to Payroll 3rd Jan 2020 for Maternity Return on 14th January 2020 at which point an agreement has been made to further reduce hrs to 22.5hrs per week.

A letter was sent to Employee confirming the return date, agreed Accrued Leave and the reduction in working hrs. Letter dated 3rd Jan 2020.

Evidence attached

Sarah Measday

From: Rachael Ganz <theganz@gmail.com>
Sent: 15 December 2019 20:40
To: Sarah Measday
Cc: [redacted]
Subject: Re: Referred to Manager for Leave arrangement's 22.11.2019 snm --- Rachael
[redacted] Staff Number [redacted]

Categories: Sarah

Hi Sarah,

Thanks for your reply. I think I will give you a call in the morning if that is ok as I cannot see the calculator and I am still unsure as to how the leave accrued is affected by bank holidays and is then worked out as a minus.

In terms of 30 hours, I returned from my last maternity to Bridgend on 30 hours and this continued until I went off on this period of maternity and I have letters from Bridgend to confirm that I was on 30 hours so I am not sure why I have transferred over on 37... I can check the breakdown of pay that I had from Bridgend as I am pretty sure that that was paid on the 30 hour salary. In terms of 30 hours, I wasn't under the impression that I would be returning on 30 hours as I made a request, which was agreed, for me to return to part - time hours, which is 3 days a week so whatever hours that would be worked out as 3 full days. I would like this in writing if this is possible.

I will contact my manager this week to arrange the return dates etc.

Thanks

[redacted]

On 11 Dec 2019, at 11:05, Sarah Measday <Sarah.Measday@swansea.gov.uk> wrote:

Hi [redacted]

I've updated the below for you – we don't normally do these as it would be the responsibility of the Manager to work out the leave so please discuss the figures with your Manager .
It would be the 23 days for your 4 day week and the Bank Holiday calculator cancel's itself out (you would only get 19th Apr, 22 apr, 6 may, 27 May and 26 Aug)

This means for the period you have been off you have accrued the 21.3 days.

Can I check that you will be working 30 hrs and transferred on 30 hrs as you are coming up on the system as 37hrs? This may mean you have been overpaid whilst on Maternity Leave. Give me a call if you need to discuss further – use 636197

Cofion cynnes/Kind regards

<image001.png>

Sarah Measday

Gweithlu - Swyddog Dadansoddeg,

Recriwtio a Newidiadau

Workforce- ARC Officer

01792-636098

sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Rachael Godwin <Rachael.Godwin@gmail.com>

Sent: 11 December 2019 10:17

To: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Subject: Re: Referred to Manager for Leave arrangement's 22.11.2019 snm --- Rachael Godwin Staff Number 825532

Hi Sarah,

Thank you so much for helping me to work this out.

I am slightly confused, please bear with me on this. I just have a few questions.

1. When I worked for Bridgend, I had 23 days leave on a 30 hour contract.(sorry I have put the incorrect figure below I've amended that for you now to 23) Probably the same as Swansea. If my leave year started on Bridgend in the Feb with Bridgend but not until the March with Swansea, how does this transfer over? Do those days get added to the new leave year that started with Swansea? Yes. It would be 1.9 days 1st Feb to 28th Feb then 1st March to 31st March before Tupe 1.9 days = the 3.9 days owed for before Tupe Transfer

2. Are you able to explain why there is a minus amount for the bank holidays? With Bridgend, I would use the bank holidays accrued at the end as leave. Hope this makes sense?? You would accrue Bank holidays in the paid period of Maternity only. We use a Bank Holiday Calculator for this and it all depends on working days. I've attached your calculator which shows the hrs etc I've amended this is I assumed that it was 29.6 hrs but if you work 30 hrs it means that there are no BHols to claim as the minus each other out - Leave owed would then actually be 21.3 days (before tupe 3.9 + after tupe 17.4 = 21.3 days)

3. Lastly, you have calculated until the end of January, if I come back at the beginning of Jan for 3 days a week, what would be my leave entitlement amount for Feb - end of March based on 3 days a week? From January to March on 3 days (Annual Leave would reduce to 17.4 days per year) Monthly 1.45 days x 2 = 2.9 days (this would be rounded up to 3 days for the 2 months)

I am so sorry to be a pain.

Thank you so very much.

Rachael

On Friday, December 6, 2019, Sarah Measday <Sarah.Measday@swansea.gov.uk> wrote:
Hi Rachael,

I have assumed that Bridgend work's annual Leave the same as we do and at 9 years service your leave would be 23 days per year
Maternity Started 28th Jan 2019

Working on the information given : Leave Year at Bridgend ended 31st Jan 2019

Leave used up until 31st Jan 2019 in Bridgend

New Leave Year in Bridgend – started 1st Feb 2019

Leave Accrued 1st Feb to 31st March 3.9 days

1st April Tupe to Swansea

Leave Accrued 1st April to 31st Jan 2020 = 19.3days ---- 1st April to 31st Dec = 17.4days

Total Annual Leave owed up to end of January 23.2days - Total Leave to end of Dec – 21.3 days

Bank Holidays in the paid period -work's out as minus -1.48hrs - Nil

I make this that you would have 21.7 days Annual Leave and Bank Holidays owed if you return on 28th Jan 2019 if you return sooner eg 7th January this would be reduced to 20.4 days

You would then be reducing to 3 days per week so 7th Jan to 28th Feb would be the end of this years leave and a new leave year would start 1st March 2020

FROM JUNE 2020 your leave will increase to 33 days per year so will need adjusting again.

Hope this helps, It is a little confusing but if you agree then you will need to agree a return date with Jane and confirm with myself so that we can let payroll know.

Cofion cynnes/Kind regards

<image001.png>

Sarah Measday

Gweithlu - Swyddog Dadansoddeg,

Recriwtio a Newidiadau

Workforce- ARC Officer

01792-636098

sarah.measday@swansea.gov.uk

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From: Rachael Godwin <Rachael.Godwin@swansea.gov.uk>

Sent: 06 December 2019 15:15

To: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Subject: Re: Referred to Manager for Leave arrangement's 22.11.2019 snm ---- Rachael Godwin
Staff Number 681162

That's what the usual day was.

On Friday, December 6, 2019, Sarah Measday <Sarah.Measday@swansea.gov.uk> wrote:
Okay we will have to choose a day as I won't be able to trace back from your previous employer.

We will go with Friday as the non working day.

Cofion cynnes/Kind regards

<image001.png>

Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Rachael Godwin <Rachael.Godwin@swansea.gov.uk>

Sent: 06 December 2019 13:58

To: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Subject: Re: Referred to Manager for Leave arrangement's 22.11.2019 snm ----Rachael Godwin
Staff Number 881162

Generally a Friday, but I ended up working a compressed hours week at the end so it was every Friday and every other Thursday and Friday.

Sorry if I am making life completely difficult!

Thanks

On Friday, December 6, 2019, Sarah Measday <Sarah.Measday@swansea.gov.uk> wrote:

Hi [REDACTED]

What would your non-working day have been? I need this to work out the bank Hols owed?

Cofion cynnes/Kind regards

<image001.png>

Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

From: Rachael Godwin <Rachael.Godwin@swansea.gov.uk>

Sent: 06 December 2019 12:20

To: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Subject: Re: Referred to Manager for Leave arrangement's 22.11.2019 snm ---

Staff Number

I was hoping to start annual leave at some point at the beginning of January so that I get paid in January and also use most of the leave up before starting a new year in March.
Thanks

On Friday, December 6, 2019, Sarah Measday <Sarah.Measday@swansea.gov.uk> wrote:

And is your plan to return to work on Mon 27th Jan to use Annual Leave?

Cofion cynnes/Kind regards

<image001.png>

Sarah Measday

Gweithlu - Swyddog Dadansoddeg,

Recriwtio a Newidiadau

Workforce- ARC Officer

01792-636098

sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Rachael Godwin <Rachael.Godwin@swansea.gov.uk>

Sent: 06 December 2019 11:51

To: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Cc: Jane Delaney <jane.delaney@swansea.gov.uk>

Subject: Re: Referred to Manager for Leave arrangement's 22.11.2019 snm ----Rachael Godwin
Staff Number 881162

Hi Sarah,

Thank you for emailing me.

1. Yes, my leave year started on the 1st Feb
2. Yes, I had used all my annual leave by the 28th January.
3. I had planned on reducing my hours on my return date not after using annual leave.

Kind regards



On Friday, December 6, 2019, Sarah Measday <Sarah.Measday@swansea.gov.uk> wrote:

Hi [REDACTED]

Can I check a few more things so that I can work this out for you.

1. In Bridgend your leave year started on 1st Feb? (In Swansea our leave year starts the month after our birthday so 1st March for you)
2. You had used your allocation up to 1st Feb as you commenced Maternity on 28th Jan 2019?
3. When you return here to Swansea will you reduce hrs on your return date or after using Annual Leave?

Cofion cynnes/Kind regards

<image001.png>

Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recrwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Rachael Godwin <Rachael.Godwin@swansea.gov.uk>

Sent: 22 November 2019 12:06

To: Workforce Transactional <Workforce.Transaction@swansea.gov.uk>

Cc: Jenny.Dolan@swansea.gov.uk

Subject: Referred to Manager for Leave arrangement's 22.11.2019 snm ----Rachael Godwin
Staff Number 881162

Good afternoon,

I am sending this email as I am currently on maternity leave, which is due to finish on the 26th January 2020.

I would like to return to work at some point in the beginning of January and use my leave accrued from the year I have been off work so that I can return to work on or around in February 2020. I am not sure what my return date would be in January as I have been off for nearly a year and I have also changed local authorities since that time . Would it be at all possible for you to assist me to work out what my leave entitlement is please in order for me to be able to liaise with my manager regarding return to work dates and annual leave etc please.?

In order to assist you to work this out, as you will be aware, prior to going on maternity, I was employed by Bridgend Council on a 30 hour basis, working 4 days a week. My leave year began on the month of my birthday which is February. At the time of taking maternity leave I had used my whole leave allowance for the previous year so will have accrued the whole year along with bank holidays pro rata by the time I am due to return to work. I was employed by Bridgend up until the end of March at which point Swansea took over my contract of employment, I also believe my leave allowance slightly changed at this time too..

In addition, I have recently applied for, and have had approved by my managers and head of service, a request to return to work on a part time basis for three days a week. I have had some text and verbal communication with my managers regarding this and I have also met with them to agree days of work. However, I am yet to receive anything in writing regarding this from HR and was wondering whether whether you could let me know whether I could expect this please?

Kind regards

Rachael Godwin

Mae'r e-bost hwn ac unrhyw ffeiliau a drosglwyddir gydag ef yn gyfrinachol ac at ddefnydd yr unigolyn neu'r corff y cyfeiriwyd hwy atynt yn unig. Os ydych wedi derbyn yr e-bost hwn drwy gamgymeriad, dylech hysbysu'r gweinyddydd yn y cyfeiriad canlynol: gweinyddydd@abertawe.gov.uk

Bydd yr holl ohebiaeth a anfonir at y Cyngor neu ganddo yn destun cofnodi a/neu fonitro yn unol â'r ddeddfwriaeth berthnasol

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Bydd yr holl ohebiaeth a anfonir at y Cyngor neu ganddo yn destun cofnodi a/neu fonitro yn unol â'r ddeddfwriaeth berthnasol

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Bydd yr holl ohebiaeth a anfonir at y Cyngor neu ganddo yn destun cofnodi a/neu fonitro yn unol â'r ddeddfwriaeth berthnasol

Croesewir gohebiaeth yn y Gymraeg a byddwn yn ymdrin â gohebiaeth Gymraeg a Saesneg i'r un safonau ac amserlenni.

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Mae'r e-bost hwn ac unrhyw ffeiliau a drosglwyddir gydag ef yn gyfrinachol ac at ddefnydd yr unigolyn neu'r corff y cyfeiriwyd hwy atynt yn unig. Os ydych wedi derbyn yr e-bost hwn drwy gamgymeriad, dylech hysbysu'r gweinyddydd yn y cyfeiriad canlynol:gweinyddydd@abertawe.gov.uk

Sarah Measday

From: Sarah Measday
Sent: 11 December 2019 12:13
To: Rhian Morgan
Subject: RE: Rachael Godwin 881162

Okay,

I'll change the hrs as she has confirmed with me that she work's 30 hrs and wants to reduce to 22.5 on her return. (I will of course double check with her manager before actioning)

Do I need to do an SW3 for you?

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

From: Rhian Morgan <Rhian.Morgan@swansea.gov.uk>
Sent: 11 December 2019 11:55
To: Sarah Measday <Sarah.Measday@swansea.gov.uk>
Subject: RE: Rachael Godwin 881162

Hi Sarah

The maternity pay should be ok as we were informed by Bridgend of what to pay. With regards to the hours this was probably put on when we joined her. If you can have confirmation that her hours should be 30 from when she TUPE transferred over then you can change the hours on the system as it will not affect her maternity pay.

Any problem just let me know.

Thanks

Regards
Rhian Morgan



~~Miss Rhian Morgan~~

Goruchwylydd Cyflogres - Gweithlu
Payroll Supervisor - Workforce

☎ 01792 636098 | 07970 321842

✉ ~~rhian.morgan@abertawe.gov.uk~~

✉ ~~rhian.morgan@swansea.gov.uk~~

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HYSBYSIAD CYFRINACHEDD AC YMWARTHODIAD Mae'r neges hon ac unrhyw atodiadau yn gyfrinachol a gallant fod yn gyfreithiol-freintiedig neu wedi eu hamddiffyn rhag datgeliad fel arall. Os nad y chi yw'r derbynnydd bwriadedig ffoniwch neu e-bostiwch yr anfonwr os gwelwch yn dda a dilwch y neges hon ac unrhyw atodiadau o'ch system. Os nad y chi yw'r derbynnydd bwriadedig ni chewch chi gopïo'r neges hon a'r atodiadau, na datgelu'r cynnwys i unrhyw un arall.

From: Sarah Measday <Sarah.Measday@swansea.gov.uk>

Sent: 11 December 2019 11:26

To: ~~Rhian Morgan~~ <~~Rhian.Morgan@swansea.gov.uk~~>

Subject: Rachael Godwin 881162

Hi Rhian ,

Can you have a quick look at ~~Rachael Godwin~~ please – she was a Tupe transfer to us 1st April from Bridgend. She was on Maternity at the time of transfer.

I have been dealing with an inquiry about her Annual Leave accrued but whilst looking on the system I can see that her hrs have been entered on oracle as 37 hrs but all paperwork states 30 hrs. So she may have been overpaid but not sure as the maternity calculations may have come from Bridgend etc.

She's hoping to return the beginning of Jan 20 but don't yet have confirmation of the exact date.

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Sarah Measday

From: Sarah Measday
Sent: 30 December 2019 13:22
To: Rhian Morgan
Subject: SW3 Rachael Godwin 881162 Incorrect hrs entered on oracle
Attachments: SW3 Rachael Godwin 881162 Incorrect hrs entered on oracle.doc

Hi Rhian,

I've sent this one directly to you as I spoke to you about the incorrect hrs on oracle.

Rachael TUPE transferred 1st April 19 whilst already on Maternity Leave and the hrs were incorrect – I've now amended this on the system.

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

Change to Details Form – SW3

To be fully completed by all Line Managers

Page 1

Name of Directorate:

Location Name:

Employee Details:

Forenames: **Rachael**

Surname: **Edwin**

NI No:

Pay No:

8 8 1 1 6 2

Current Position No:

S S 6 7 3 3 4

New Employment Details:

PLEASE NOTE: YOU SHOULD NOT APPOINT TO A POSITION SUBJECT TO A DBS DISCLOSURE UNTIL CLEARANCE HAS BEEN RECEIVED:

IS THIS POSITION SUBJECT TO A DBS DISCLOSURE? YES ☐ NO ☐
HAS THIS DISCLOSURE BEEN UNDERTAKEN? YES ☐ NO ☐

Post Title: Intervention Specialist

Hours per week: 30

Position No:

Grade from: to:

SCP from: to:

Contract Type: 39 ☐ 40 ☐ 41 ☐ 52 ☐
(Education only)

Directorate:

Salary Grade from: £ to: £

Service Unit:

Fixed hourly Rate: £ (if applicable)

Section:

Starting Salary: £ SCP:

Location:

Date of Commencement: 1st April 2019

Organisation for Oracle :

Is this Employment:

Permanent ☐ Temporary ☒
Relief ☐ Fixed Term ☐
Honorary ☐ Regrading ☐
Other ☐

If Other, please state:

IF TEMPORARY, PLEASE PROVIDE END DATE:

Payroll:

Monthly ☒

Salary Basis:

Spinal Salary ☒
Ad Hoc ☐
Annual Salary ☐

Name of Child: (Education only)

Is Employee a Purchaser/Approver? Yes ☐ No ☐

Service Code:

Cost Centre:

Project Code:

Further Comments:

Employee was TUPE Transferred to us whilst on Maternity Leave – The hrs have been entered incorrectly as 37 hrs but employee and manager and also all starter paperwork stated 30 hrs confirming she only work's 30hrs per week and that is what she transferred over on. Maternity Calculation shouldn't be affected as these were passed over to us from Transfer date. I have now updated the system to show correct hrs from 1st April 2019

Change to Details Form – SW3

Page 2

Tier Manager Information:

- Tier 1** ☐ - Chief Executive & Department Directors
Tier 2 ☐ - All Heads of Service
Tier 3 ☐ - All Senior Management (who report directly to HoS)
Tier 4 ☐ - Managers who report to Senior Management
Tier 5 ☐
Trainee ☐
Employee ☒ Employee to be selected if no other option applies.

If person is covering another Employee, please give details:

Name:

Pay No:

Reason:

Supervisor Information:

Name of Employee's Supervisor:

Supervisor Pay No:

Is the Employee moving into a Supervisor role? Yes ☐ No

If Yes, please provide the names and pay no's of the Employees he/she will be supervising:

<u>Name:</u>	<u>Pay No:</u>	<u>Name:</u>	<u>Pay No:</u>	<u>Name:</u>	<u>Pay No:</u>

If the Employee is transferring from a Supervisor role, please provide the names and pay no.s of the Employees he/she previously supervised:

<u>Name:</u>	<u>Pay No:</u>	<u>Name:</u>	<u>Pay No:</u>	<u>Name:</u>	<u>Pay No:</u>

Please provide the name and pay no. of the person who will now be supervising the above Employees:

Name:

Pay No:

Should the post this Employee is vacating now be eliminated? (If applicable) Yes ☐ No ☐

HR/Payroll use only:

Social Services Line No:

Copy date to JE:

Name of Workforce Team Member who completed form: Sarah Measday

Authorised by: SNM

Position: Workforce Arc Officer

Contact Tel No:

Date: 30.12.2019

Authorised: Yes ☐ No ☐

Actioned by:

Sarah Measday

From: Rachael Ganz <theganz@gmail.com>
Sent: 02 January 2020 09:40
To: Sarah Measday
Subject: Fwd: Return to work

Hi Sarah,

Please see attached regarding my return to work date. Jane has agreed this and I will send you the email agreeing this. Kind regards

Rachael

----- Forwarded message -----

From: Rachael Ganz <theganz@gmail.com>
Date: Sunday, December 15, 2019
Subject: Return to work
To: Jane Delaney <jdelaney2@swansea.gov.uk>

Hi Jane,

Hope that you are well and enjoying the build up to Christmas! It is bonkers in my house!!

You will see that I have copied you in on the email conversation that I have been having with HR regarding my leave. I am slightly confused but I hope to get some clarification as to why the bank holidays I have accrued have become a minus..perhaps you might have an idea?!

Working on the emails that I have been having, please bear with me, it would appear that I have approx 21.3 days owed until the end of January and then 1.45 days owed in Feb. In view of this, would it be at all possible for me to return to work on the 14th January although take the 21 days over the 3 days a week...for me to then return after the half term on the first week of March. If I did this, I have worked it out that this would mean that I would still have .3 and 1.45 days to carry over (I guess if rounded up, this would add up to 2days). Is this possible with Swansea as I am sure I heard from somewhere that you can carry up to 5 days over. So sorry to be a pain. Please correct me if you think this is wrong. It is all hurting my head a little bit!

Would it also be at all possible for you to clarify with Sarah that I will be returning to work part time for 3 days a week please? Would it be at all possible for you to request some form of acknowledgement from HR in writing too please..

Kind regards

Rachael

Sarah Measday

From: Sarah Measday
Sent: 03 January 2020 08:58
To: Payroll.SWs
Cc: Pensions
Subject: SW3 Rachael Godwin 881162 - Maternity Return & Reduced Hrs - 14.1.2020
Attachments: SW3 Rachael Godwin 881162 - Maternity Return & Reduced Hrs - 14.1.2020.doc

Return to work and reduced hrs

Cofion cynnes/Kind regards



Sarah Measday
Gweithlu - Swyddog Dadansoddeg,
Recriwtio a Newidiadau
Workforce- ARC Officer
01792-636098
sarah.measday@swansea.gov.uk

Please consider the environment. Do you really need to print this email?

Change to Details Form – SW3

To be fully completed by all Line Managers

Page 1

Name of Directorate:

Location Name:

Employee Details:

Forenames: **Rachael**

Surname: **Godwin**

NI No:

Pay No:

8 8 1 1 6 2

Current Position No:

S S 6 7 3 3 4

New Employment Details:

PLEASE NOTE: YOU SHOULD NOT APPOINT TO A POSITION SUBJECT TO A DBS DISCLOSURE UNTIL CLEARANCE HAS BEEN RECEIVED:

IS THIS POSITION SUBJECT TO A DBS DISCLOSURE? YES ☐ NO ☐

HAS THIS DISCLOSURE BEEN UNDERTAKEN? YES ☐ NO ☐

Post Title: Intervention Specialist

Hours per week: 22.5

Position No:

Grade from: to:

SCP from: to:

Contract Type: 39 ☐ 40 ☐ 41 ☐ 52 ☐
(Education only)

Directorate:

Salary Grade from: £ to: £

Service Unit:

Fixed hourly Rate: £ (if applicable)

Section:

Starting Salary: £

SCP:

Location:

Date of Commencement: 14th January 2020

Organisation for Oracle :

Is this Employment:

Permanent ☐ Temporary ☒
Relief ☐ Fixed Term ☐
Honorary ☐ Regrading ☐
Other ☐

If Other, please state:

IF TEMPORARY, PLEASE PROVIDE END DATE:

Payroll:

Monthly ☒

Salary Basis:

Spinal Salary ☒
Ad Hoc ☐
Annual Salary ☐

Name of Child: (Education only)

Is Employee a Purchaser/Approver? Yes ☐ No ☐

Service Code:

Cost Centre:

Project Code

Further Comments:

Employee will be returning from Maternity Leave on Tuesday 14th Jan 2020. She will also reduce her hrs from 4 days (30hrs) to 3 days (22.5hrs) wef 14th Jan 2020

Change to Details Form – SW3

Page 2

Tier Manager Information:

- Tier 1 ☐ - Chief Executive & Department Directors
 Tier 2 ☐ - All Heads of Service
 Tier 3 ☐ - All Senior Management (who report directly to HoS)
 Tier 4 ☐ - Managers who report to Senior Management
 Tier 5 ☐
 Trainee ☐
 Employee ☒ Employee to be selected if no other option applies.

If person is covering another Employee, please give details:

Name:

Pay No:

Reason:

Supervisor Information:

Name of Employee's Supervisor:

Supervisor Pay No:

Is the Employee moving into a Supervisor role? Yes ☐ No

If Yes, please provide the names and pay no's of the Employees he/she will be supervising:

Name:	Pay No:	Name:	Pay No:	Name:	Pay No:

If the Employee is transferring from a Supervisor role, please provide the names and pay no.s of the Employees he/she previously supervised:

Name:	Pay No:	Name:	Pay No:	Name:	Pay No:

Please provide the name and pay no. of the person who will now be supervising the above Employees:

Name:

Pay No:

Should the post this Employee is vacating now be eliminated? (If applicable) Yes ☐ No ☐

HR/Payroll use only:

Social Services Line No:

Copy date to JE:

Name of Workforce Team Member who completed form: Sarah Measday

Authorised by: SNM

Position: Workforce Arc Officer

Contact Tel No:

Date: 3.1.2020

Authorised: Yes ☐ No ☐

Actioned by:

Mrs. R Godwin

120 Newton Road

Mumbles

Swansea

SA3 4ST

Please ask for: Sarah Measday

Direct Line: 01792 636098

E-Mail: Sarah.measday@swansea.gov.uk

Our Ref: SCW SNM

Your Ref:

Date: 3rd January 2020

Dear Rachael

Thank you for your Email/Letter dated 2nd January 2020 in which you stated that you will return to work from Maternity Leave on Tuesday 14th January 2020. In addition from this date it has been agreed that you will reduce your hrs to 3 days per week (22.5hrs) working Tuesday, Wednesday and Thursday.

I will notify the Payroll Section accordingly. All your other terms and conditions of employment remain the same.

In the meantime, should you require any further information with regards to your maternity leave, please contact me on the above telephone number or above email address.

Yours sincerely,



Sarah Measday
Workforce ARC Officer
Service Centre – Workforce Team

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Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources - 5CDPP

Report Title: Activity 4 – Understanding the ability to work collaboratively with others, as a member of a team or working group.

Student Name: Sarah Measday

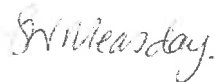
Student Number:- 1910137

CIPD Member Number:- 55478518

Word Count : 1000 words

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: 12.1.2020.

Executive Summary and Introduction

The aim of this report is to explain the concept of group and team dynamics, looking at different academic theories and models in relation to this. In addition the report will also look at the concept of “political behaviour in organisations” and discuss how this may impact in a positive or negative manner on the achievements of organisational objectives.

Teamworking

Many organisations today have large elements of working in Team, HR is no exception. HR professionals work in team with other HR professionals, with other individuals and groups, for example, Payroll and Pensions as this relates largely to the lifecycle of the employee and of course Senior Managers, Directors, Unions and other Stakeholders in the Business. Much of the focus will be on issues such as team dynamics and conflict resolution. Good teamworking is vital, as Poor teamworking can lead to serious losses in productivity and individual motivation of employees. We must therefore make every effort to understand the different dynamics of teams and how they interact with one another.

Huczynski and Buchanan (2010) suggest that teams can take many forms within our organisations:-

- Advice Teams— e.g. review committee
- Action Teams— e.g. negotiation teams
- Project Teams— e.g. Research Team
- Production Teams— e.g. Assembly team

Teams themselves vary in size and structure, these will be dictated by the reasons for their creation. Teams are also influenced widely by the following factors:-

Power

Leadership

Structure

Communication styles

The Nature of all the individual contributors to the group.

In order for HR professionals to be successful they must develop good teamworking skills, be able to demonstrate skills for collaborative working and conflict resolution.

Group Dynamics

“Kurt Lewin, a social psychologist and change management expert, is credited with coining the term “group dynamics” in the early 1940’s. He noted that people often take on distinct roles and behaviours when they work in a group. “Group Dynamics” describes the effect of these roles and behaviours on other members, and on the group as a whole.” - MindTools (undated)

Group Dynamics can be positive or negative.

Positive dynamics are spotted when team members have trust in one another, work towards shared decisions and become accountable to one-another. In addition these teams are usually twice as more likely to be creative thinkers.

Negative Dynamics in Contrast usually cause the group to work disruptively. Causing delays in decisions, making wrong choices and an inability to explore all options from lack of communication.

There are many useful theories on building effective Teams in our organisations, I will briefly look at two of these :-

Theory 1 - Tuckman's Theory

Forming – Storming – Norming – Performing

The basis of Tuckman's Theory first created in 1965 is that a team tackles a task from its formation right through to completion. Tuckman later added a fifth phase entitled Adjourning and Transforming to cover the finishing of the task.

Stage 1 – Forming – Team Assembly and Task allocation. Time spent planning, collecting information and team bonding.

Stage 2 – Storming – Suggesting Ideas, Building relationships within the team, Need for good facilitative Leadership at this stage.

Stage 3 – Norming – A move towards harmony in the working practices and trust amongst team members.

Stage 4 – Performing – This stage is reached when all the hard work leads, without problems, to the achievement of the team's goal set in stage 1.

Stage 5 – Adjourning – (added later). Most teams will reach the phase eventually especially ones which are set up for a fixed period such as Project Teams.

This Final stage can be difficult for some especially when perhaps they don't know what they will be doing next.

Theory 2 - Belbin's Theory

According to Belbin "Team Roles is the language of teams, enabling people to project and talk about their behavioural strengths in a safe, non-confrontational and productive way. Belbin promotes self-understanding, strengths-based working and more effective communication with colleagues and managers alike. Team Roles help compose successful teams, fine-tune existing teams for high-performance, and ensure that all contributions are harnessed to best effect."

Belbin and team discovered 9 types of behaviour called "Belbin Team Roles" which are needed for the effective formation of a Team. Belbin describes these as follows:

- Resource Investigator - Uses inquisitive nature to find ideas to bring back to the team.
- Teamworker - Helps team to gel, using their versatility to identify the work required and complete it on behalf of the team.
- Co-ordinator - Needed to focus on the team's objectives, draw out team members and delegate work appropriately.
- Plant - Highly creative and good at solving problems in unconventional ways.
- Monitor Evaluator - Logical eye, making impartial judgements where required and weighing up the team's options in a dispassionate way.
- Specialist - Brings in-depth knowledge of a key area to the team.
- Shaper - Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.
- Implementer - Needed to plan a workable strategy and carry it out as efficiently as possible.

- Complete Finisher - Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.

Whilst there are 9 roles it does not mean that 9 people will be needed in the team. Team members will usually have more than one of the above qualities. We must also remember that each role has its strengths and weaknesses and each are equally important. Not all roles will be needed for each project or at the same time, this is dependent on the aims and objectives of the current project. By using Belbin you will have a greater understanding of strengths and how they can be utilised, making good effective teams.

After conducting the Belbin Individual Report myself, I have discovered that my Primary Team Role was Implementer and Secondary Team Role was Completer/Finisher. So I'd be a great person for the Planning of strategy and making sure that the task is completed to a high standard to the Strategy set out from the start.

There are many ways we may put together a Team, the most important thing is to think about it intentionally. Having a team full of Leaders and no Teamworkers will not get the job done.

Political Behaviour

Horn, 2009 gives us a brief definition of Office "politics" – "to take a particular view or position with the intention of personally gaining from that position".

Team members can be allies, opponents, adversaries, bedfellows or fence-sitters. Any of these types of behaviour would be viewed negatively on the decision making process. This is why as managers in HR we need to be fully aware of the political nature, if we choose to ignore it, it could be detrimental, if we engage with it, we can use it to ethically influence outcomes and enhance our organisations.

It is therefore good to be mindful of any political behaviour within our organisation's and teams that could influence the decision making processes.

Reference List

Taylor, S. and Woodhams, C. (2016). *Studying Human Resource Management* (2 ed.). London: CIPD

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MindTools (undated). *7 ways to use Office Politics Positively*. Available at: https://www.mindtools.com/pages/article/newCDV_85.htm [Accessed 6th Jan 2020]

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources - 5CDPP

Report Title: **Activity 5 – Be able to apply CPD techniques to devise, implement and review a personal development plan.**

Student Name: Sarah Measday

Student Number:- 1910137

CIPD Member Number:- 55478518

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:

S Measday

Date: 12.1.20.20.

Development Ideas and Planning

I have conducted the CIPD Profession Map for my own Continued Professional Development.

I choose to look at:-

Core Area – Leading HR

Professional Area – Service Delivery and Information

Professional Area – Employee Relations

Behaviour – Decisive Thinker

Behaviour – Courage to Challenge

Behaviour – Collaborative

I choose these areas as my current role is a Workforce- Analytical, Recruitment and Change Officer. As I am looking to progress my career in HR these are the areas that I feel I can gain knowledge in over the period of the 2 year Course that I am undertaking. Of Course other areas will also be improved and impacted but I have identified that these are areas of particular interest and some areas where I particularly lack knowledge at present.

I feel that I would like to progress into a Leadership Role – I am currently part of a team but feel I have the capabilities to Lead Team.

I consider myself to have very basic knowledge in Employment Law so am looking to gain more knowledge in this and also deepen my understanding. Disciplinary Hearings are also something that I have not had the opportunity to do at present so I will be looking at the skills required to do this and to observe other HR Officer's in this area.

The Behaviours are all 3 areas that interest me. I want to improve on my Decisive thinking, gain more courage, in challenging why we do what we do and also I will be looking at more collaborative working within my current team and outside of my team.

I have completed the Development Plan in part but currently my work place have been slow to organise some shadowing of HR Officer's, this is only now being put into place. I would hope to update this plan once we are up and running with shadowing. I would hope to also add more to column 1. I have put Target Dates in myself and hope I can achieve these goals in the time frame.

Development plan

NAME:	SARAH MEASDAY	MEMBERSHIP NUMBER:	55478518
COVERING THE PERIOD FROM:	December 2019	TO:	May 2021

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
I am looking to develop in my Leading HR skills. I feel I have a good solid base but want to develop in Leadership of Teams.	Build relationships with other HR professional's within and outside of my organisation in order to deepen the understanding of HR policies. Seek out Feedback on what I do well and what I can improve on. Build a relationships with a mentor. I have been assigned one already but need to meet to go through development plan.	Mentor – this is currently being put in place. Regular meeting with supervisor for Feedback. Suggested Books and Courses from CPD.	Leading a Team or Team meetings.	December 2020
Increase my knowledge in Employment Law particularly in respect of disciplinary in the work place.	Shadow HR Advisor/Business partner in disciplinary action and hearings. Possibly spending some time with a union representative.	Time- released from current duties to attend hearings. Reading up on company policies. Use resources suggested in the CPD assessment	Conducting a disciplinary hearing	January 2021

Improve skills in data analysis.	Spend time with a member of the data team – running reports and responding to analysis	Further knowledge in report running and use of spreadsheet	Running Report, analyse and reporting – Maybe something to FOI reporting	SEPT 2020
Become more decisive in my thinking.	The assessment showed that overall I am good at Decisive thinking – but I feel sometimes I think more about the decision after I've made it – I would like to feel that the decision I make is correct and that I don't need to rethink it over .	Research on Web sites like Mind tools different ways of making decisions. Ask for feedback in what I currently do. ~~What others and see what~~	The Success of this will be seen in putting into practice new techniques. More satisfaction with the decision made. Increased Confidence in Decision Making and Outcome.	I would hope to see some progress by April 2020 but will be ongoing.