

Qualification:

CIPD Diploma in Applied Human Resources

Module Name:

**Developing Professional Practice in HR
Activity 6**

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Student Name:

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Student Number:

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CIPD Membership Number:

49777067

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:  Kate Houston

Date: 1st June 2020

Development plan

NAME:	Kate Houston	MEMBERSHIP NUMBER:	49777067
COVERING THE PERIOD FROM:	October 2018	TO:	May 2020

Planned outcome

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
In order to broaden my expertise within the core professional area of Leading HR:- - To familiarise myself with ateb's procedures to ensure I broaden my knowledge set therefore being able to assist ateb's stakeholders when I am asked for assistance on a day to day basis. Currently, with many procedures I would have to refer to that procedure before providing advice or to ask for clarity from the HR Manager. - Learn how to write a procedure ensuring I keep to ateb's style and language.	- I will be required to learn how to write procedures' in ateb's style and language. - I need to work collaboratively with my colleague to update a selection of ateb's procedures when required. Updating the HR list of procedures ensuring they are up to date with regards to legislation and ateb's requirements. - I will need to describe to the HR Manager and my team the procedure ensuring I understand the key points. - Work with my colleague drafting a list of possible questions I may be asked in my job role. Role play and answer these questions at monthly HR meetings. - Observe the HR Manager providing advice and assistance. - Shadow the HR Manager through grievances and disciplinary's as they occur.	- Seek solicitor's assistance to check accuracy on completion of each procedure. - Seek Manager's approval of updated procedure. - Seek current legislative advice and guidance from a range of sources using research. - Using the CIPD Profession Map reading and research list to acquire knowledge on the broader subject. - Refer to the CIPD, ACAS and other websites.	- Updating the procedure for ateb's stakeholders. - Feedback from i2i Group. - Evaluating how well I explain the procedure to new employees at induction. - Asking for feedback after providing assistance to an employee on a procedure.	- End of November 2018 -Update the Severe Weather Procedure considering legislation and ateb's requirements. Completed. - End of January 2019 - Evaluate the Severe Weather Procedure by feedback and consultation with ateb's stakeholders and i2i involvement. Completed. - End of May 2019 - To update all procedures I am responsible for. Completed. - End of September 2019 -Evaluate all procedures I have updated by requesting feedback and consultation with ateb's stakeholders and i2i involvement. Completed. On-going - Observe the HR Manager providing advice and assistance. Completed. On-going - Shadow the HR Manager. Completed. On-going - To keep up to date on legislation updating procedures as required. Completed.

In order to broaden my expertise within the functional professional area of Employee Engagement:- - I will need to learn how to design employee surveys and the collection of data for evaluation purposes. - I will need to learn how to use these surveys together with research from other organisations to build confidence and energy across ateb's stakeholders.	- I will need to be able to design employee surveys - I will need to hold 1:1's on well-being initiatives at ateb. - I will be required to research other organisations – how do they measure employee engagement? - I will need to collate data and have the ability to evaluate.	- Will gather data from other organisations and housing associations. - I need to be involved in employee participation at ateb via surveys, 1:1's, and focus groups. - I will need to explore how other organisations survey their employees' such as Tiny Pulse or other software. - I will require assistance from my colleagues in presenting my findings statistically (from HR Manager and Finance department or utilising relevant software).	- Presenting via a report to the HR Manager providing robust recommendations and conclusions. - Reporting my findings after seeking approval from the HR Manager to Senior Management Team on well-being initiatives for now and in the future providing robust recommendations and conclusions.	- End of February 2019 - Research what other housing associations use. Completed. - End of February 2019 - Design and implement a staff survey to commence collecting data on ateb's workforce. Completed. - End of May 2019 – Collate data and begin to evaluate in-house survey's, 1:1's, focus groups Completed. - End of September 2019 – Evaluate what has worked well and identify other options for employee engagement. Completed. - End of January 2020 – Report findings in a report to HR Manager and provide recommendations and conclusions. Completed. - End of February 2020 – Report findings in a report to Senior Management Team and provide recommendations and conclusions. Completed.
In order to broaden my expertise, knowledge and skill set in the behaviour of Decisive Thinker:- - To ask for feedback on how I analyse, collect and present data from a wide range of stakeholders within ateb. - To learn how to reflect on decisions and challenge my own decisions and that of others. - Learn to reflect on ateb's HR functions.	- Look at ateb's HR functions and ask the following questions:- - What can be changed? - Could it be achieved by doing it differently? - How is it analysed? - Do you need consultants in the area? - Does it need a specialist?	- Gather data from other organisations. - Gather data from ateb. - Look at research already out there. - To ask questions. - To be reflective. - Read CIPD Survey Report: HR Outlook Winter 2012-13: Views of the our profession	- To always reflect on decisions and projects - To reflect how have you completed activities? Could it be done differently – would this produce a better outcome?	- I should review on an on-going basis. - End of May 2020 to reflect what progression I have made in my ability as a Decisive Thinker, to re-evaluate my strengths and weaknesses in this area and update this plan. Ongoing May 2020 for streamlining HR processes however, completed wellbeing programme

In order to broaden my expertise, knowledge and skill set in the behaviour of Curious:- Learn how to be future focussed aligning outside organisational issues with that of ateb's.	- To meet with the HR Manager and Chief Executive identifying what key issues I need to explore aligned to ateb's core values and objectives. - To look to other organisations (wide ranging) for inspiration.	- Stay connected using social media, signing up to newsletters and following blogs. - Select a HR issue and relate research sharing ideas and interesting articles with my colleagues. - Set up working groups to explore and adapt these to ateb. - I will need to learn to enthuse current working groups on workspace and design, agile working, flexible approaches to working. - I will need to research and read around Human Research Management.	- Trailing a new initiative or new process within ateb. - Requesting feedback from ateb's stakeholders on approaches such as a new initiative or process I have implemented.	- I should review on an on-going basis. - End of May 2020 to reflect what progression I have made in my ability as a Curious, to re-evaluate my strengths and weaknesses in this area and update this plan. Ongoing
In order to broaden my expertise, knowledge and skill set in the behaviour of Resourcing and talent planning:- To focus on attracting and retaining talent ensuring Ateb has the right skills and capability now and in the future	- Encourage Managers to use Achieve to identify skills which require broadening, those wishing for career progression, any skill gaps - To ensure learning and development is sourced appropriately - Equip managers to exhibit a coaching ethos - Encourage managers to coach or mentor - Record exit information analysing results - Identify successor for business-critical roles - To effectively recruit via assessments and competency-based interviews	- To provide training sessions on Achieve - To seek a formal coaching and mentoring programme - To complete a skills analysis addressing skill gaps - Providing coaching techniques - Monitor exit questionnaires and collate results - Seek an analytic tool for measuring turnover - Research competency-based interviewing - Research digital assessments - Source formal succession planning	- Coaching and mentoring regularly occurring at Ateb - An implemented skills analysis - Learning and development operating in line with analysis - Service area reported quarterly on exit data - Functioning analytical tools - An implemented digitalised assessment - Competency-based interviews rather than traditional questions - Learning and development focussing on identified successors	- I should review on an on-going basis. - End May 2021 to reflect on level of progression I have made in my ability in resourcing and talent planning, to re-evaluate my strengths and weaknesses in this area and update this plan.

In order to broaden my expertise, knowledge and skill set in the behaviour of organisational development:- To encourage employees to re-assess processes, operations, structures and culture to improve effectiveness meeting Ateb's vision	- To join focus groups which I will take an active lead with utilising their skills to develop change. Occurrence needs to be regular to optimise effectiveness and to be embedded into Ateb's culture Work with stakeholders to support change linked to Ateb's vision - To process-map service areas to improve efficiency - Identify business critical areas re-evaluating identifying risks - identify blockers and - To set milestones	- Identify areas needing change - Stakeholder involvement identify blockers, those indifferent and those which are active - Utilise PESTLE - Utilise SWOT analysis - Research external environment	- Functioning focus groups - Employee engagement	- I should review on an on-going basis. - End May 2021 to reflect on level of progression I have made in my ability in organisational development, to re-evaluate my strengths and weaknesses in this area and update this plan.
In order to broaden my expertise, knowledge and skill set in the behaviour of personally credible:- To deliver professionalism adding value to Ateb, peers and stakeholders	- Act as a coach or mentor - Provide informal and formal support to peers sharing knowledge readily - Being the first-person peers go to for advice and support - Providing thorough, impartial, and consistent advice to managers demonstrating experience in role - Continually reflect on own performance	- Be familiar with Ateb's policies and procedures - Keep updated on employment legislation - Have a breadth of knowledge in HR practices and best practice	- Build a trusting relationship - Feeling that peers and managers will seek my advice and guidance without going to my manager	- I should review on an on-going basis. - End May 2021 to reflect on level of progression I have made in my ability as personally credible, to re-evaluate my strengths and weaknesses in this area and update this plan.

Development Record

NAME:	Kate Houston	MEMBERSHIP NUMBER:	49777067
COVERING THE PERIOD FROM:	October 2018	TO:	May 2020

Planned outcome

Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this?
September 2018	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Using a research approach in HR	Studying to increase knowledge base within HR	I learnt how to source data; primary, secondary, qualitative, quantitative. Using cross-sectional and comparative designs.	This was critical and formed the basis of my assignments. This prepared me in a work-setting to refer to and reflect on a wide source of data to see the bigger picture
October 2018	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Developing professional practice in HR	Foundations of course and CIPD like codes of practice, bands and behaviours	My learning style and the importance of continuous learning	I regularly refer to CIPD Map at the behaviours to broaden my development and reflect on practices
4 th October 2018	HR Network Group meeting	Good event to network with other professionals	Alcohol and drugs testing in the workplace	This is not justified at Ateb due to the nature of job roles. We could not 'single out' an employee and I do not feel this was appropriate in our setting.

				Interesting but will not use as this has not been an issue
November 2018	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding the contemporary HR function	To have a good people management behaviours and practices from integrity to ethical decision making	Main models and theories I can use in change management like Ulrich, Kotter's and Lewin's	There was not one HR model; the importance of networking and benchmarking
9 th November 2018	Putting Ability First	Building a diverse workforce	Corporate social responsibility	This is an area which should be encouraged at Ateb to attract and retain employees and enhance organisational reputation. Ateb to explore accreditation as a Disability Confident employer
21 st November 2018	Cardiff Metropolitan University: Resolving Conflict	Conflict is increasing at Ateb – wanted to obtain successful approaches to resolve conflict	How to resolve team conflict, thinking out of the box and how mediation can help	Using mediation of a third party like ACAS to resolve issues before it escalates
November 2019	Shadowing Manager in the process of updating a policy, seeking solicitors' advice, taking it to i2i (employee engagement group) for approval. I then updated the Severe Weather Procedure	Ensuring the procedure followed legislation and organisational practice	Research using key websites like CIPD, ACAS and seek best practice from other organisations. Writing a procedure using Ateb's language and building a relationship with our solicitors	When legislation updates to review policy, re-write it and seek solicitor's advice.
December 2018	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding the business context of HR	How HR operate understanding key developments and the external context in different organisations	Understand Ateb's sector, its functions, culture, hierarchy, its approaches to HR strategy, strengths and weaknesses seeing the bigger picture of the external environment	I have used a SWOT in a focus groups when working on Our Future Workplace exploring the external environment

January 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding the business context of HR	As above	As above	As above
	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus –Understanding employment law	Overview of legislation in the UK, different jurisdictions, and EU	Wide ranging law from protected characteristics, indirect and direct discrimination, contracts, dismissals, consultations, Tribunals to working time regulations	Ateb had a dismissal the knowledge gained from this assignment helped me understand the process in more detail
January 2019	Evaluate the Severe Weather Procedure	Sharing the updated policy with key stakeholders	To seek opinions of others and reflecting how in practice the procedure would be implemented	The session was a great way to discuss any potential issues that might arise from implementing the procedure and gaining buy-in
February 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding employment law	As above	As above	As above
February 2019	Research wellbeing by being curious looking at organisations and other housing associations and to design a survey	Stress was a key sickness absence at Ateb therefore to find out what employees would like if implementing a wellbeing programme.	What activities are available and seek employees wishes and participation	Designed a SurveyMonkey to circulate asking for ideas and seeking views and likely participation

March 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding the management of employment relations	Theoretical approaches, different models, key parties involved, conflict and dispute resolution	Employee engagement and the Taylor review	Working with i2i (employee engagement group), focus groups developing employee voice
15 th March 2019	CHC - Health and Safety for Home and Remote Workers	Ateb is beginning to introduce home working therefore to increase knowledge	Normal Health and safety applies employers still have a duty of care	To complete risk assessments of anyone working from home regularly, DSE assessment etc...
27 th March 2019	RedKite employment law update	To stay up-to-date on employment legislation	This was an excellent introduction to employment ranging from contracts of employment, pay, TUPE, redundancy to maternity leave	This is ever changing I have learnt that I should regularly attend updates due to the wealth of information. I gave information relating to pay slips to payroll like total number of hours worked must be included for zero hours contracts
April 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding the link between individual and organisational performance	High-performance working linking to employee engagement, competitive advantage and employee wellbeing and models like AMO	Ateb demonstrated many components to high-performance working	To encourage managers and supervisors to take more involvement with practices and policies taking responsibility as ultimately, they aspire and motivate their teams. Encourage praise as a good motivator.

May 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Contributing to improving organisational performance	HR's role in managing organisational performance supporting front-line managers in these activities	Ateb's policies and procedures, managing performance and front-line manager involvement	To get managers and supervisors to buy into Achieve having regular one-to-ones with their teams to motivate whilst managing poor performance
May 2019	RedKite solicitors - Managing poor performance	To assist in my role providing guidance to supervisors and managers	To act swiftly informally at first and record all meetings to build a case	To diarise and chase supervisors and managers recording accurately following Ateb's processes.
30 th May 2019	Mental health awareness training (i-act) in-house	Essential requirement for all employees especially front-line staff	Tool and techniques and spotting the signs of mental health in colleagues	To use mental health wellbeing wheel in mentoring sessions
May 2019	Update all policies I was asked to review seeking i2i (employee engagement group) approval	To ensure they met legislation	Research techniques, working collaboratively with external professionals and colleagues	I have better understanding of all Ateb's policies and procedures
May 2019	Analysed results and took these to i2i (employee engagement group) for consideration and input together with costings	To obtain viewpoint of stakeholders and gauge buy-in, reflecting on my role and that of the programme	Offering a small selection of activities in the first instance mixing with non-cost activities like running club	I2i (employee engagement group) were happy to be involved yet did not want to contribute to the process. Therefore, encouraged i2i to reach out as representatives to motivate peers. I used Yammer to communicate to employees requesting assistance setting up a focus group for wellbeing

June 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding employee engagement Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Contributing to employee engagement in the organisation	Understand employee engagement, key components and how to access and interpret data Strength knowledge in employee engagement	Building blocks of employee engagement, the importance of culture, line-manager behaviour Drivers and hinders of employee engagement	Encourage employee voice, build trust and integrity to Ateb's values To work with leadership to strengthen strategic narrative by regular communication and explore wellbeing
September 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding the management of change	Understand theories and models relating to change, the importance of communication and how to plan, implement and monitor change.	Best practice relating to change processes and different techniques.	A structured process to change management that is clearly communicated and actively engages employees.
September 2019	Mentoring a new employee	Building my skill-level and knowledge whilst practicing techniques	Taking the time for someone is important, it can lift their mood helping them with challenges they may be facing. Regularly communicate not to leave it until your session touching base is equally important.	To provide this support more often; taking the employee offsite for coffee touching base
September 2019	Presented to i2i (employee engagement group) my findings to gain focus and direction, revamped programme to include latest ideas	To obtain other options	Motivation was low and lack of employee engagement	Asking employees with ideas to contribute and form a focus group to assist with developing the programme

October 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Contributing to the management of change	To be a key member through a process of change utilising the 4Es principal model educate, engage, empower, and enable.	Communication is key as is continually measuring the effectiveness of change	To take ownership and lead in focus groups whilst considering external and internal factors for greater insight and best practice.
October 2019	Read CIPD People Magazine	To keep updated on latest news, it provides practical advice and insight	How Kibble use mentoring within the workplace, role modelling by managers and its stance on succession planning	I would like to see Ateb increase awareness of mentoring and promote benefits of being a mentor linked to career progression and learning and development
November 2019	Read CIPD People Magazine	To keep updated on latest news, it provides practical advice and insight	More senior leaders role modelling flexibility in the workplace	To publicise flexibility at Ateb linking this to Our Future Workplace
5 th November 2019	Critical thinking	It is an important aspect of a HR professional	To listen to others, there ideas and opinions	Encourage this mindset in focus groups increasing the potential to succeed as a group
December 2019	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding coaching and mentoring in the organisation.	To explore coaching and mentoring and the different types of both.	To consider employees readiness.	To use constructive feedback, active listening and probing questions adopting coaching culture
December 2019/January 2020	Read CIPD People Magazine	To keep updated on latest news, it provides practical advice and insight	Risks of claims relating to the Christmas parties	To offer alternatives like team building event, no alcohol
January 2020	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Contributing to coaching and mentoring in the organisation	To consider what coaching and mentoring is undertaken at Ateb	What future strategies could be explored and how to promote the benefits more widely gaining greater take-up	To develop a formal coaching and mentoring programme

January 2020	Collaboratively worked with i2i (employee engagement group) and focus group designing a programme to present to my Manger for approval	Activities selected must be within budget of £3,300 offering a wide range of activities to ensure active participation of employees	Budget needed to be higher and lack of enthusiasm and effort; I designed the programme with little assistance from others	Presented information to my Manager
February 2020	Read CIPD People Magazine	To keep updated on latest news, it provides practical advice and insight	A third of UK employees experience conflict in the workplace	Create an honest environment, equip managers with the right behaviours, communicate values and consider a conflict coach.
February 2020	Morgan La Roche How to ... conduct a disciplinary investigation by e-learning	To deal with the process fairly and reasonably	To establish facts, acting promptly and following ACAS Code	To update policy simply stating to follow ACAS Code. Training managers appropriately
February 2020	To present the programme to Senior Management Team	For approval and roll-out	Presenting skills and report writing	Will use this method of research, seeking employee opinions and working collaboratively with stakeholders in future projects
February 2020	I lead on process-mapping sickness a service area for HR. I invited key stakeholders to establish their views, what could be changed or done differently and what works well	Streamline processes for efficiency	Processes we follow are robust however, need to have greater digital integration for flexible working. Managers were keen to do more.	Agree processes and roll these out in April 2020
March 2020	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – Understanding resourcing and talent planning.	Understand labour markets, different processes to workforce planning, resourcing strategies to attract and retain talent.	To be mindful of employer brand and social posts can attract candidates, offer succession planning.	To utilise the Achieve Framework encouraging it as a coaching tool. Seek to identify a formalised succession plan which is communicated to the entire workforce.
6 th March 2020	ACAS performance Management and Investigations	Learnt to handle performance issues on an everyday basis and carry our investigations	The importance of following ACAS Code and how record keeping is important from the beginning.	To support managers and supervisors through the process and how to take detailed notes.

		for disciplinary and grievances issues.		
April 2020	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – (by MS Teams) Contributing to resourcing and talent planning in the organisation	Understand Ateb's organisational practices regarding talent planning; what are the internal and external information utilised and ways Ateb can improve its organisational position	Ateb should explore improving policies and procedures due to current climate, the use of real-time data, metrics and analysis tools	Will re-design policies and procedure to be family-friendly adopting newer agile ways of working as a result of COVID-19.
April 2020	Read CIPD People Magazine	To keep updated on latest news, it provides practical advice and insight	Extra paid premature baby leave	Ensure this is included in Ateb's policy
May 2020	Attended CIPD Diploma in Applied Human Resources at Carmarthen campus – (by MS Teams) Developing professional practice	To use reflective practices throughout your career; it is a continuous cycle providing insight via job-specific skills and professional learning	What I have learnt well, what I struggled with, ways to improve.	I will continually reflect on how I perform and seek ways to stay updated on HR issues to stay informed.
19th May 2020	ACAS webinar – Managing mental health in the current climate	How to support Ateb's workforce during COVID-19	Importance of spotting the signs of an employee struggling; they may be vocal in the office but you have noticed they are withdrawn on MS Teams	Encourage e-meetings that are interactive like Pictionary or bingo
19th May 2020	RedKite solicitor's webinar – dealing with the aftermath of coronavirus	Consider new practices when returning to normal practices in the wake of COVID-19; what this means for Ateb's workforce	Communicating with employees is key	Having less people in the office, consider rota's, bring your own food, ask employees to take annual leave if reasonable etc...

May 2020	Read CIPD People Magazine	To keep updated on latest news, it provides practical advice and insight	Focussed on COVID-19 and how organisations are being resourceful	Weekly communication is essential Ateb are doing this but would like to instigate a daily video from COE.
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Owen and Fletcher (ND) state reflection relates to professional learning enabling you to see ‘the bigger picture’, making sense of what you have learnt, why you have learned it, looking at each increment of learning.

I utilised Gibb’s reflective cycle to critically analysis job-specific activities like coaching an employee. The process enabled insight allowing me to approach activities differently therefore I have used Gibb’s to reflect on my studies and development plan: -

Description

I aspired to hold a specific qualification within Human Resources (HR) due to working in this field. I selected a tutor-led course enrolling on the CIPD Diploma in Applied Human Resources at Carmarthen campus commencing in September 2018. This method of study appealed as it was vocational and attendance monthly, easing the burden on Ateb.

Feelings

I worried about my capability and being a mature student. This was alleviated once meeting other students and their wide-ranging ages together with passing my first assignment. Most assignments I passed receiving limited referrals boosting my confidence.

Evaluation

I approached studying well displaying the right attitude and drive to succeed taking detailed notes and preparing for classes and assignments well.

Honey and Mumford (1992) refer to four learning styles; my style leans towards an activist who is enthusiastic about ideas and thrives on challenges however gets bored at implementation stage. I have continually been enthusiastic and thrived learning new knowledge. My downfall is trying to accomplish too many things at once and lacking planning rather soaring ahead.

My writing skills are too descriptive struggling to write succinctly. This is an activity I will continue to work on recognising it will support me with report writing.

I coped well in my first year however, due to workload pressures and lack of understanding on how to approach some 'contributing' assignments this knocked my confidence in the second year. I found that some 'contributing' assignments did not lend themselves to Ateb due its approaches to HR. I felt lost, not knowing how to approach the assignments.

I believe studying has assisted my role, as Ateb has had rapid change seeing change of leadership. I have been involved in organisational change however, received no training in my workplace yet was expected to role model demonstrating the correct behaviours and mindset. I understood after completing the organisational development assignment the processes, hence having insight reflecting Ateb is in the second stage of Lewin's change model.

I enjoyed studying and I have been drawn to holistic approaches of HR like employee engagement, supporting work-life balance together with coaching and mentoring. Coaching and mentoring and employee engagement are not fully embedded in Ateb therefore I would like to strengthen these, implementing approaches and best practice taken from assignments.

Analysis

CIPD (ND) state continuous professional development is important as a people professional providing insight, sharing knowledge allowing you to discuss the impact learning has on you and your role. On commencing the course, I undertook a self-assessment to identify my level and seek opportunities for future learning this has directly impacted my knowledge and expertise, adding value as a professional which my organisation has benefited from (CIPD, 2013).

I set objectives in my development plan increasing knowledge and insight based on the behaviours and professional areas I had a strong interest in or needing improvement.

I undertook activities broadening my expertise from policy and procedure writing, involvement in focus groups, employee engagement activities and change projects. I set milestones ensuring I worked to the overall goal and I was able to complete these as the activities aligned with objectives I was set departmentally.

CIPD (ND) cite you should identify where you have come from and where you would like to be. I had little academic knowledge but wished to be viewed as personally credible. This is a behaviour I have added to my development plan as I believe I have a good base knowledge now to achieve greater professionalism I require employees to seek my opinions and views without seeking clarification from my manager.

To ensure I continue to acquire deeper knowledge it is important to continue with learning, reflecting on my performance and asking for feedback. This will provide greater understanding on how I could approach an activity or situation differently.

Conclusion

If I were to continue studying, I would be stricter when adhering to deadlines alleviating pressures of studying, working full-time and balancing family life.

I hit deadlines and targets I set myself, on occasions when I struggled, in hindsight I could have sought more support from tutors.

To continue to learn, act with confidence and progress in my career achieving my aims I will use the New Professional Map; pinpoint where I am after finishing the course and identifying where I would like to be.

I will attend courses, continue to read HR specialist literature to stay updated and look to increase network opportunities in my locality. CIPD (ND) state having a network of peers to collaborate with shows passion for learning.

I will continually evaluate processes and decisions allowing me to alter my approach to future decision-making; this will be achieved by requesting feedback from peers (CIPD, ND).

Bibliography

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