

Qualification: CIPD Diploma in Applied Human Resources

Understanding the Link between Individual and Organisational Performance -On the Job Submissions

Word Count: 1050

Activity 1- 570

Activity 3- 480

Student Name: Carys Ratcliffe

Student Number: 2005792

CIPD Membership Number: 5665681X

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: 05 September 2021

Activity 1- Discuss Bluestone's current approach to performance management. Are any changes required as a result of remote working or other implications of the pandemic?

In Bluestone, the day-to-day practice of performance management is primarily a job for line managers rather than HR. In our organisation, the role of HR in performance management is to give advice, make policies and design standardised documentation used in this process.

Bluestone strive to follow best practice and base all of our performance management processes on the performance management cycle. Bluestone's approach did not require any changes because of COVID-19 and the subsequent lockdowns. However, our approach to performance management was reviewed and updated to fall in line with performance management trends and best practice. Previously, we followed a mandatory 12-month objective-setting process in the form of 'forced' six-monthly or annual appraisals. We found this very admin heavy with the success depending on the department. Feedback stated that this process left employees feeling demoralized contributing to increased turnover rates.

At the start of 2021, Bluestone launched the '121 Process'. This focuses on five 1:2:1 conversations between an employee and their line manager, one compulsory and four on an if needed, when needed basis. Each of these conversations should be based on a different subject:

- **1- How's it going? (Compulsory).** This should focus on progress/feedback. Morale? Any obstacles? How am I doing as your manager?
- **2- 'Spotlight' Objectives.** If one of the 'three triggers' exists new objectives will need to be set. These should be agreed by both the line manager and employee.
- **3- Ideas.** Has the employee got any ideas, improvements, or better ways of working? How can they make use of their strengths?
- **4- Learning.** Training, development, and up-skilling opportunities. What support is needed?
- **5- Career.** What is next for the employee? How do they get there?

In each of these conversations managers should use SMART objectives and ensure all goals set align the individual's personal development plan and organisational objectives. This gives managers more freedom in how they structure their check-ins and review sessions as well as having more discretion over promotions (Valamis 2020)

HR are responsible for designing the standardised documentation used in this process. These take the form of two one-page templates which detail the objectives agreed, learning and development opportunities which are being undertaken or could be undertaken in the future and finally the agreed actions. Data is then collated and analysed.

HR's role in this process is to also provide quality control:

- Are the 121 conversations being carried out?
- Are these conversations being carried out to the correct standard?
- Are employees getting what they need? In terms of their day-to-day work, training, and progression opportunities.

To performance manage line managers and heads of departments, Bluestone uses 360 Degree Feedback. This process involves obtaining feedback from both colleagues and supervisors using online questionnaires. In larger teams, a small number 5-10 employees are selected on a random basis to conduct this. 360 Degree Feedback builds on our company culture which is to be 'open and honest' with each other allowing clear communication (Qualtrics).

According to Bluestone's Managing Performance: Guidance for Managers (2020)- if performance fails to meet the required standards, despite all reasonable development activities then the issue may need to be resolved in a more formal manner. However, a key principle which forms the basis of all performance management in the organisation is that 'most people respond better to carrots than to sticks.' In other words, measures to motivate, encourage and develop employees are far more effective than those which cause insecurity and/or anxiety.

Activity 3- Discuss your development needs with your line manager.

The 2013 CIPD Profession Map details what successful and effective HR professionals do to add value to both people and organisations. It describes the high standards of professional practice across every aspect and specialism of the profession and the behaviours, knowledge and skills which underpin this (CIPD). The Profession Map details four bands of professional competence which define the level of contribution HR personnel should make at each stage of their career (CIPD 2013). I have studied the CIPD 2013 Profession Map and realised that I am currently working somewhere between band one and two as I am still finding my feet within the HR sector.

There are 10 professional areas which form the 2013 Profession Map, one of which is 'performance and reward'. This professional practice is vital for HR personnel to possess as it 'helps create and maintain a high-achieving organisation culture' by recognising and rewarding employee's skills, behaviours, and performance (CIPD 2013).

In Bluestone, we use the 1:2:1 conversation rather than annual appraisals to manage performance. This is a mandatory 12-month objective-setting process completed through five 1:2:1 conversations between an employee and their line manager.

My role within the 1:2:1 process is to collect and analyse data when it is submitted by the line manager. This gives me the opportunity to evaluate and provide advice on decision making, future learning and development opportunities and succession planning to both the line manager and employee.

All the data collated from the 121 process forms part of the monthly HR Report which is presented to all HODs and Directors with the aim to support the development of reward plans and strategy. Information from this report, recently encouraged the Directors to participate in a 'market pay review'. This resulted in some positive changes to some employee's rates of pay. I was responsible for supporting the implementation of this by communicating the changes to employees. As a HR professional, I know how important it is to be an 'employer of choice' who offers a fair and competitive salary to both attract and retain skilled and experienced personnel.

I am always available to support the delivery of all processes and help when needed. Often feedback from both line managers and employees arises whilst doing this, part of my role involves acting on this and feeding it to my line manager/HOD when appropriate.

As am I still relatively new to the HR profession, there are several skills that require improvement. After a conversation between myself and Jess (my line manager) and analysing the Profession Map, we believe that these areas are:

- Ensure that all aspects of performance management fall in-line with our updated diversity and inclusion policy and its relevant legislation. If any changes are needed, please communicate these with Jess in a timely matter.
- Use the data collated to make recommendations for the future. What other approaches could we take to performance management?

Bibliography

CIPD- 2013 *Profession Map FAQs* [online]. Available at: <https://beta.cipduat.co.uk/learn/profession-map/2013-profession-map/faqs>

CIPD (2013) *CIPD Profession Map* [online]. Available at: <https://www.cipd.co.uk/cipd-hr-profession/cipd-hr-profession-map/default.html>

CIPD (2013) *The CIPD Profession Map- Our Professional Standards V2.4. The Chartered Institute of Personnel and Development* [online]. Available at: <file:///C:/Users/User/AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/VDQJFE69/722931.pdf>

Qualtrics. 360 Degree Feedback: The Ultimate Guide. [online] Available at: <https://www.qualtrics.com/uk/experience-management/employee/360-degree-feedback/>

Valamis (2020). Valamis. [online] Valamis. Available at: <https://www.valamis.com/hub/performance-management>.