

THE LIFE OF A HR ADVISOR

Sonia Green



Figure 1: CIPD Profession Map

By using Rolfe's model of reflection (All Answers 2018), what, so what and now what, will show how the CIPD's professional standards supported me in the delivery of an effective HR service all during the period of the pandemic crisis

The Introduction

The professional standards were brought in by the CIPD in order to "champion better work and working lives" (CIPD, 2022a). Each scenario that I talk through will show how these professional standards, with a particular emphasis on a few, have assisted me with the progression of knowledge and experience throughout the last two years of study.

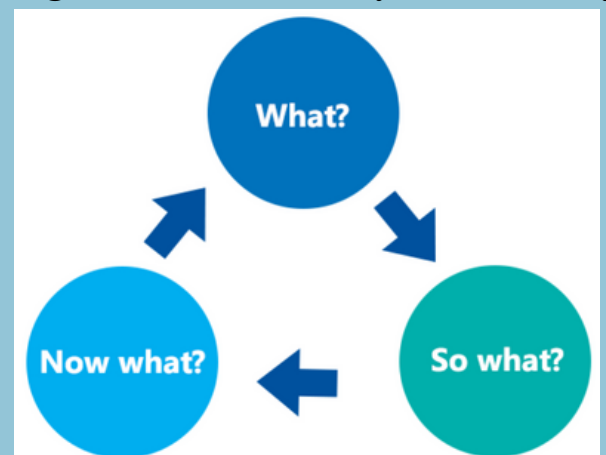


Figure 2: Rolfe's Reflective Model 2022

Learning outcome	Article Title
LO1 & LO2	Bridge to Change
LO3 & LO7	Feeding the pain
LO4 & LO5	Teamwork makes the Dreamwork
LO6 & LO8	Applying the Refined Skill-Sets

Bridge to Change

What?

HR's Senior Management Team had decided through the restructure that the area of Operational Support Services required a HR Advisor and Business Partner who would be able to build effective relationships bringing around change and an improved culture. By using the areas of the profession maps, "core knowledge" change and culture and behaviour and "core behaviour" of ethical practice (CIPD, 2021a), I have created an improved relationship and the start of the change in culture.

By going through Lencini's "5 behaviours" (Ahmed, 2020) which highlighted that the first thing that I had to do to enable change (CIPD, 2021a) was understand why the areas were not working with HR, was it trust, conflict, commitment, accountability or a because there were no collective outcomes? But I also needed to take into consideration the workload which was known to be extremely demanding.



Figure 3: South Wales Police People Strategy 2022

Through visibility and learning the roles and aims of the departments it helped to build a trust with individuals as they recognised that HR being involved was not always a negative consequence. Line managers and individuals began to approach me for advice on situations that were arising or for other directions that they could take, allowing me to provide ethical advice and putting forward the People strategy of the "right people doing the right things in the right way" (SWP, 2022) but also bombarding me with queries that were for other departments, roles and teams. Tipping the balance of the relationship with HR in the opposite direction and further increasing my workload to the point that I was working weekends and late into the evenings!

This year Sonia has build relationship with Inspectors, Business Manager, understanding the business area, resourcing issues, These relationships were key, when the PSC went into a critical incident Sonia responded well to support the SMT and ensured visibility to resolve HR issues quickly. I agree that Sonia should feel proud of her achievements this year, it has been a challenging time for HR in the OSS portfolio, so understanding the business was critical. Well done Sonia.

Figure 4: End of year appraisal – Line manager comments

So What?

Although I was able to manage interpersonal relationships at work effectively, I needed to further my own approaches to effectively managing myself at work and a different approach that created a clear boundary of where HR sat within the team ethos that I was building.

Incorporating Albrechts (Albrecht, 2010) four types of stress I recognised that “time stress” was what I was currently going through and the way that I worked through this was by using Eisenhower’s Matrix (Business Management Daily, 2021) “do first”, “schedule”, “delegate” and “don’t do”.

Allowing me to provide a high level of service whilst maintaining the attitudes and relationships that I had built through trust and accountability.



Figure 5: South Wales Police HR Delivery Model

Now What?

By negotiating, influencing and building the trust whilst maintaining my “time stress” (Albrechts, 2010) levels I have been able to create a balanced relationship between HR and OSS and with every piece of advice that I provide I will be able to continue to build on Lencioni’s 5 behaviours (Ahmed, 2020) to build an effective team.

However, there will always be limitations to what one person can do and although I am seen as one of their team, there does need to be the investment to bring in another HR Advisor or administrative support. Allowing other areas of culture and behaviours to be influenced through ethical values to develop the correct moral compasses within their areas, impacting on the next stage of change by improving the culture within the departments.

Through this difficult scenario there have been many learning curves and one that will further assist in the future is to look for mentoring on effectively putting together and implementing a change strategy which will assist in placing clearer boundaries and HR roles to manage interpersonal relationships. Realising that I will need to continue to develop and understand priorities within my work so as to manage my time more effectively.



Figure 6: Lencioni's 5 behaviours

Feeding the Pain

What?

Sickness absence had increased within each sector of the force and especially within OSS, the difference with this department, they had no structured meetings with HR to work through the complicated cases and were not being held accountable for paperwork being out of compliance, meaning that absence was longer term, support was not being put in place and the departments were becoming further under resourced and underperforming. The profession map and its core behaviours of situational decision making, valuing people and working inclusively (CIPD, 2022b), helps to guide me towards a positive outcome, allowing me to make sounds and justifiable decisions solving problems that departments may face.

This required the use of Frederick Herzberg's two factor theory, Motivation and Hygiene (Dartey-Baah and Amoako, 2011), where the line managers are faced with the challenge of sickness in their teams and by reducing and improving their levels of absence can be highly recognised leading to opportunities to act up and improve team morale (Dartey-Baah and Amoako, 2011). Through the creation of sickness meetings with the Chief Inspectors, Inspectors and staff equivalents, limited to their teams for GDPR reasons (ICO, 2022), I was able to provide support, advice and guidance.

For myself, this was a great opportunity to further understand the areas and the team dynamics as well as the leadership styles allowing me to understand the best approaches to ensuring best practice (Kippenberger, T. 2002) and alongside the CIPD's core knowledge of "culture and behaviour" (CIPD, 2022c). Allowing me the ability to negotiate and influence Chief Inspectors to other ways of approaching a situation getting them to think outside the box as no one situation is the same. However, these meetings were for Chief Inspectors to chair showing their teams that this was important for them and not just HR pushing more paperwork on them.

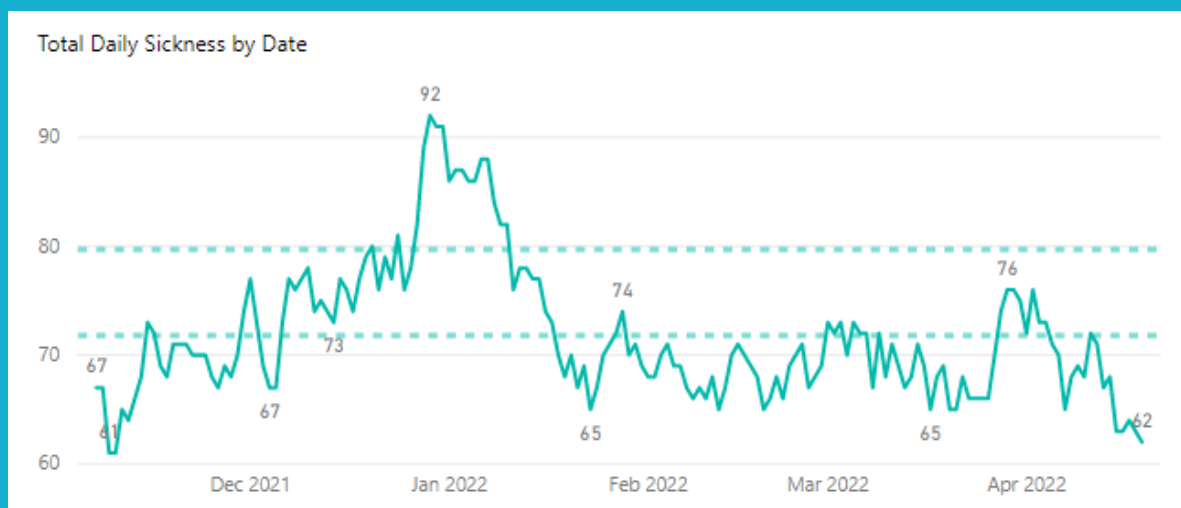


Figure 7: Operational Support Services Total Daily Sickness by date

So what?

To ensure I make sound and justifiable decisions I needed to understand the reasons for absence and so collected data to see any trends in the time before I had taken on OSS and where the difficulties arose with managing the poor performance.

I needed the Senior Management Team to show that they supported the need to decrease sickness absence and why, making this a priority within the departments and that this would require time and effort from their line managers. Within these meetings I therefore needed to be able to show strong decision-making skills and confidence in my knowledge and experience bringing a consistency and order to this new way of working, and so Vroom-Yetton-Jago 1988, Decision Model comes into play (MindTools, 2022).

My decisions needed to consider the quality of the information that the Inspectors had provided, what the impact on the team would be, this could be reflected through resources vs demand and whether there were time constraints required on the decision (Lunenburg, 2011).

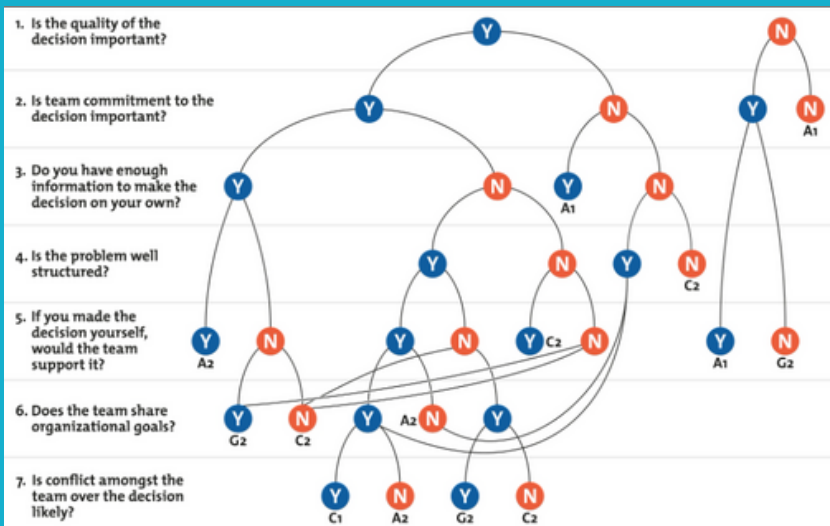


Figure 8: Yetton-Jago Decision Model

Sonia this year has shown high potential, actively looking for long term solutions with regard to Sickness, Wellbeing and Recruitment issue in the PSC. This year we plan to work on developing Sonia's HRBP skills.

Figure 9: End of year appraisal - Line manager comments

Now what?

Sickness absence levels have decreased and team morale has increased thanks to this new meeting practice and will continue to be scheduled, having a great impact on the resources to meet the demands. However, to be able to keep this going and to continuously demonstrate sound and justifiable decisions through my people management skill set I need further resources to assist with the gathering of the data due to the time that it takes to gather the data. This could be through the assistance of the HR Helpdesk, who would be able to gather the background to each case and what has been done so that could proactively work through the information prior to the meetings with the Chief Inspectors to further increase the justifications to the decisions being made.

Sickness absence will always be an ongoing battle that will require attention but with these meeting and the continuation of guiding and advising line managers improving their confidence to think outside the box. To continue to improve my people management skill-set, I will look to manage a project to give further training to managers to ensure best practice. This will also allow me to continue to develop my knowledge and understanding or sickness absence, cases and support available therefore enhancing my decision making abilities.

Team work makes the dream work

WHAT?

The Public Service Centre, that takes the 999 and 101 calls, entered into a critical incident in July 2021 due to being under resourced and no longer able to meet their call times. Two rounds of recruitment had already been completed but the levels of interest in the roles and the quality of the applications meant that intake numbers were too low to make an impact on the diminishing resources. When evaluating what had gone wrong, I found that there was resistance from both recruitment and PSC to work together to meet the course intake numbers and to meet HR's strategy of ensuring the right people are in the right place (SWP, 2022).

What I needed to do was understand what had been done, what involvement the PSC management and recruitment teams had, what was their strategy and what did I need to do to make this successful. Within the Labour Market Survey (CIPD, 2021b) this role falls under hard to fill, where the current labour market is set against the success of recruitment campaigns and so requires careful thought, planning and attention which is where I brought in the introduction of the Implementation Timeline (SWP, 2022b). There is no flexibility to work from home due to the nature of the calls it has shift work including the requirement to work through national holidays, weekends and bank holidays. Further emphasis should be on the allowances and benefits that the role attracts, making it a more attractive role to apply for.

This year has presented many challenges for Sonia, the critical incident meant that Sonia quickly had to re-organise her day to day working to support the Critical Incident, this meant liaising with her Recruitment colleagues, understanding all the recruitment issues, attraction, retention etc, this enabled Sonia to support Lesley to a high level. Sonia continues to be a support to those new to the HRA role and the helpdesk, showing strong leadership. Sonia's work on the Honorium payments required attention to detail and tight timescales, Sonia worked through the issues presented to her and showed resilience in supporting the PSC SMT.

Figure 10: End of year appraisal – Line manager comments

By chairing weekly meetings with the PSC management and recruitment teams and through providing a structure to the discussions, it meant that I was in a position to lead them to the same goals and influence them to better improve their performance and to motivate them to come up with more ideas to recruit and provide a clear direction emphasising each individual's role stopping the conflict.

Financially, the recruitment team needed to understand what they could spend of the PSC budget to further target and advertise the roles and not just by using the force social media accounts as well as understanding the number of candidates required for the course so as not to go over establishment and therefore over the budget and financial allocations. And so, I worked through the budget with the General Manager to realise that they had an extortionate overspend due to the amount of overtime that had been worked over the last year, the only option was to request additional funding from the Chief Officers. I put the business case together for the Superintendent to take forward to this panel, this was based on financial quotes that I had taken from recruitment pages, such as indeed, reed and targetjobs, with reasons as to why they required this money and what reaching these pages could provide us with.



Figure 11: Rischmi Karan 2018

SO WHAT?

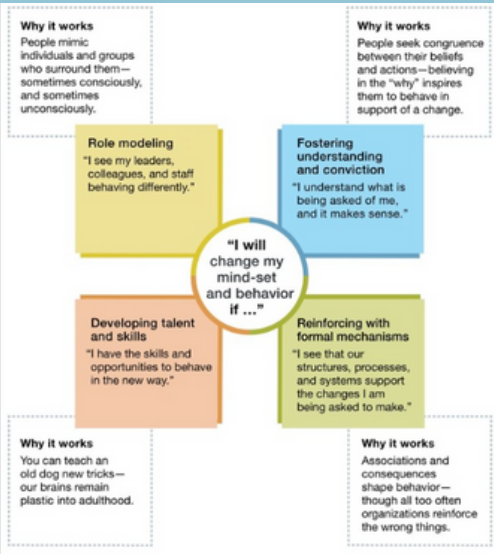


Figure 12: McKinsey's Influence Model

Firstly, my thought was why is it so hard to work together when the goal is so obvious, get staff into the role. Secondly, I did not understand why there was the conflict. I spoke to each team separately, with the key theme being lack of communication. Due to the Covid-19 pandemic, communication was mostly through emails and when individuals had not worked together before and under such high workloads and pressures it caused issues, which was the case here.

The increase in tensions and the time that this was taking away from other essential work that I had to do with the Trade Unions to make sure that staff conditions were being met during this critical incident, meant that I had no other choice but to bring them together and chair a meeting with them. McKinsey's influence model (Basford and Schaninger (2016) demonstrates the approach that I took when chairing these meetings.

Understanding and getting them to understand the rationale behind making the changes to recruitment and working together. Appreciating and acknowledging the collaborative working through their line managers and feedback that I delivered to Senior Management.

Where there was a lack of knowledge, delegating tasks for this to be developed for example recruitment to spend some time in the PSC to understand the role when and if interested parties queried information with them.

By role modelling an open approach to their situation and to show that I was collaboratively and successfully working with both teams highlighted that there was no reason why they were not able to do this and actually there was huge benefits to collaborative working.

The increase in budget specifically for recruitment for £6000 (including VAT) meant that we could increase our advertisements of the roles.

[illegible]

Figure 13: HR recruitment Plan - Full time IRRO and Part time CRO

NOW WHAT?

In the future, I would look to be involved from the start in such hard to fill roles, this is not with the aim to be included throughout but to make sure that there was a strategy in place to attract the most talent for the role. There was a lot of wasted time and money for the first two recruitment campaigns and if there was a better strategy in place then it is possible that intakes would have met their targets sooner and resourcing levels within the control room could have been less stressful.

The teams have recognised that working together has been beneficial and they are now setting up a formalised strategy and specific dates for intakes over the next few years based on attrition rates so that campaigns and labour markets can be understood prior to recruitment to ensure the most efficient and effective campaigns are being run.

However, going forward I do require further involvement regarding budgets and the impacts on the departments to understand what flexibility there may be when financial assistance is required.

Working inclusively and commercial drive were developed throughout this situation as part of the Profession map (CIPD, 2022b) but still requires some development to partner effectively with experts to ensure future needs are met at an earlier opportunity improving my abilities to lead and influence more effectively.

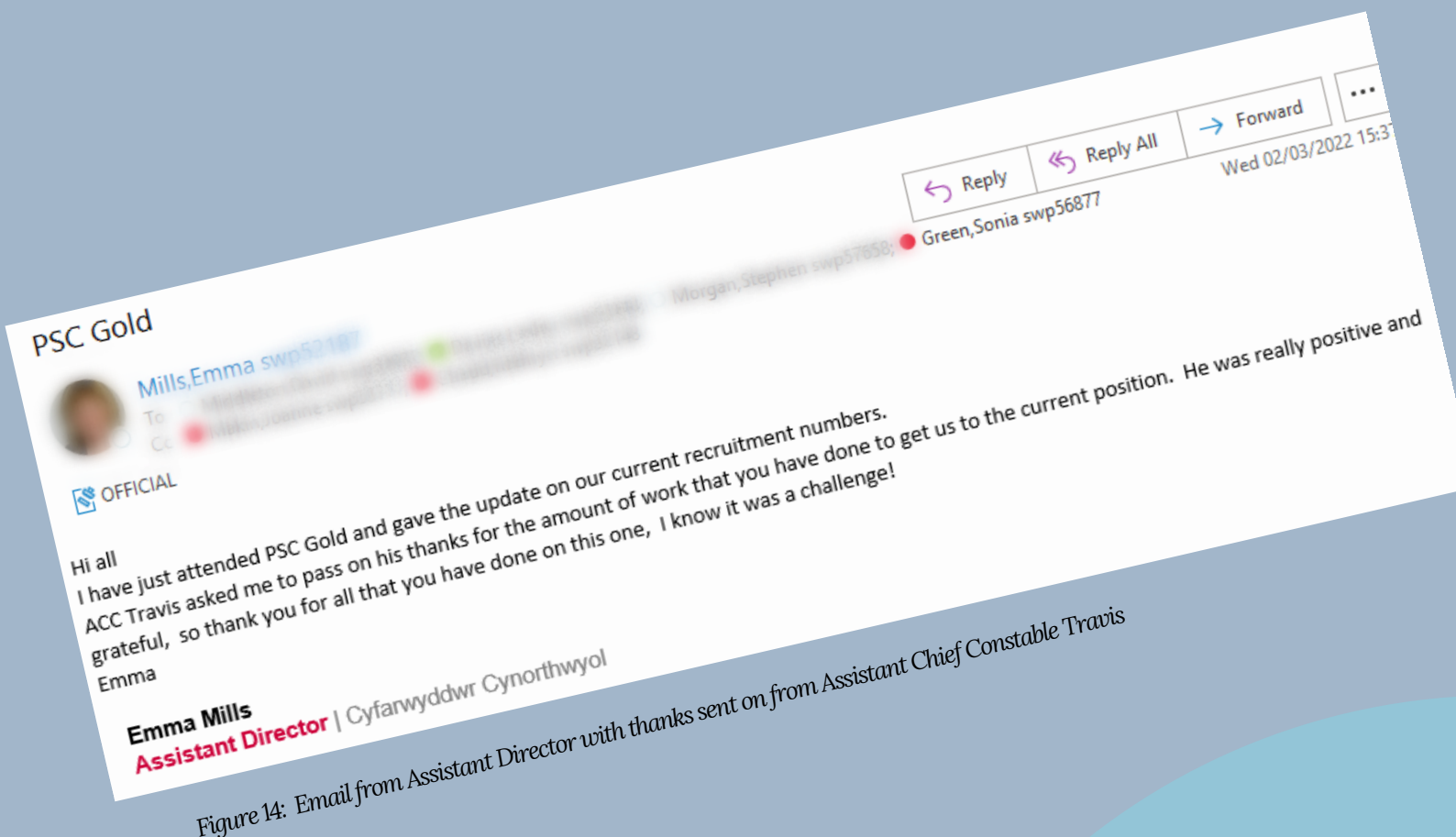


Figure 14: Email from Assistant Director with thanks sent on from Assistant Chief Constable Travis

APPLYING THE REFINED SKILL SETS

What?

Throughout the level 7 Human Resources management course, I have developed long forgotten skills for academia, from referencing through to revision but one of the biggest skills that I have reawakened and expanded upon is my report writing and data interrogation. Thus, demonstrating an enhanced ICT proficiency and postgraduate skill set.

The one course that assisted with this the most for me was the “investigating a business issue from a Human Resource Perspective”. This saw me write a 7000-word report based on a business issue that was of a strategic relevance to the organisation and required the collating of primary and secondary data. I chose the topic of Mental Health within South Wales Police based specifically within the area that I support, OSS. Research has noted the increase in mental health related absences due to the pandemic (Government, 2021, Pfefferbaum and North 2020).

What I really wanted to get out of this report was to understand what more South Wales Police could be doing to assist staff and officers who were suffering with their mental health, there are several initiatives that SWP had put through but unfortunately these did not seem to be making an impact on the absence levels.

By gathering secondary data and reading through credible published research from specialists and other organisations of both public and private sector I was able to understand impacts, themes and how some organisations were trying to combat the difficulties of mental health within the workplace.

This research allowed me to structure the survey, which I chose to do through Microsoft's Forms, as I was able to see live results, anonymise the responses, open it to those that required access and the report automatically linked questions such as age and gender by how they answered another question providing a foundation for some statistical analysis prior to the in-depth data was interpreted.

Interrogating the results from the survey through excel and with the use of thematic networks analysis categorising them into common themes (Attride-Stirling, 2001), I was able to highlight areas of strength and weaknesses and what staff and officers wanted to assist them and their mental health.

So What?

The relationships that I had built within my departments through all ranks allowed the teams to trust what I was going to use their data for, it meant that I was able to get more honest and open responses which may have shocked some of the management teams, but it allowed me to analyse and plan what more we could do for our staff and officers as a force. Alongside the data from the survey, I used the Business Intelligence Tool that was developed to reflect the reasons for absence based on areas, assisting with emphasising the impact that this was having on the force on resourcing levels, costs, time and morale.

Throughout the completion of this report there were a lot of frustrations, between one of the departments moving into a critical incident which required a lot of time, energy and work from myself and a further increase in the decline in mental health absences. I would have liked to continue this report throughout a longer time frame to see if there were different trends based on the time of year and demands on the force or if there was a common weakness that was identified throughout this report.

I needed this report to be clear, concise and to leave no question that needed to be done by the force to support mental health. otherwise it would continue to see the decline in Mental Health. By structuring the report into what others have done, what research is saying and has always said (showing past and present difficulties), and then the data from the survey reflecting exactly what the issues are within the force and what employees want to see improve or be developed, I was able to come up with several recommendations including the creation of a Mental Health toolkit for line managers to access guidance and contacts when required (SWP, 2022c).

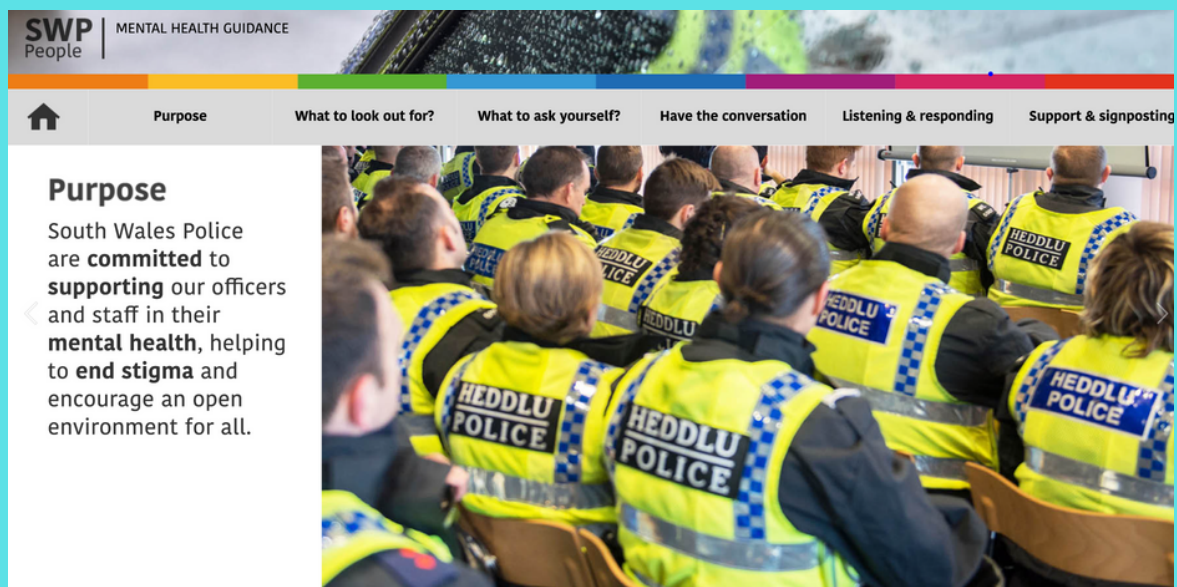


Figure 15: HR toolkit created for guidance on Mental Health

Now What?

Going forward the force asked me to complete a secondary report concentrating solely on the PSC. What I learnt from my IBI was to ask for data analysts to assist me in the collation of the data, as they would be able to use systems that would link and evaluate the data in a different format improving the way that the statistical data was displayed.

If I could do this again, I would do this over a longer period of time and across different sectors of the force each time due to the force being so large and different expectations of employees it is sufficient to say that not one size fits all. However, the biggest change has been the attitude of the Chief Officers and Senior Management, the belief that mental health is easy to combat, and support has disappeared, as this research alongside other cases throughout the force has revealed that each situation is unique and requires something different. The result, better training for staff, officers and line managers!

Although my ICT skills improved during this research, I do require further training on how to interrogate the data and display this in a fashion suitable for all capabilities. Throughout these two years of study, I have been able to develop my critical thinking and understanding what questions to ask within my own role as a HR Advisor, however I do believe that my report-writing skills require some refinement, giving precise and factual key information.



Figure 16: Investigating a Business Issue Front Cover

Conclusion

Throughout my two years of study on the course Human Resources Management, my skills and knowledge have been developing for Business Leadership. These four scenarios, are only the tip of an iceberg of work that I have completed, challenges that I have overcome and difficulties that I have faced. They have been complicated because of the Covid-19 pandemic, increased workload, lack of resources and the uncertainty of the work required but through best practice and understanding how to effectively complete my role as a HR Advisor as advised through the CIPD's profession map, optimal results are reached (Merriem-Webster, 2022).

A key lesson that has been learnt throughout, is that failure and the learning from it is far from straightforward and does require ethical and deeper understandings to fully learn (Edmondson, 2011). These challenges have further moved me from being at the associate level of HR to making my way to a chartered level which will allow me the skills, qualifications and knowledge to apply for a promotion as a Human Resources Business Partner within South Wales Police.

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Development Plan

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
Implement a successful change strategy	Research on change strategies and identify areas of change that I would like to implement.	Human Resources Business Partner to mentor me through the changes and assist me where necessary. Due to completing the Human Resources Business Partner role I will need further assistance from either a Human Resources Advisor or to have some act up to provide the support.	Implementing change that has clear guidelines allowing me to manage interpersonal relationships.	1 month to understand the change that I would like to take place 3 months for approval 6 months for completion, this includes mentoring and any contractual timeframes that would have to be taken into account.
Further understanding of prioritisation	Understand the force priorities and how this works within the departments that I look after. Discuss with the Human Resources Business Partner to ensure that I know what priorities I need to account for.	Human Resources Business Partner Support Different techniques on how to prioritise work, whether this be through learning with the team or through online assistance of best practices	Prioritising my work effectively.	1 month, this is a <u>shorter term</u> target that will allow effective and efficient long term gains for my time management.
Sickness training project	Research on best practice for training and teaching others. Gather a small team to assist in research from other organisations	Human Resources Business Partner to approve the project. Software to develop an engaging training presentation. Support from the case management team to see best practice already within the force	A successful delivery of sickness training where line managers are not only engaged but understand why it is so important to keep on top of compliance and to be flexible with their work.	Developing the training could take around 2 months. Delivering the training will take some time due to the shift work and amount of line managers that I would like to deliver this too. Training will be delivered to senior managers first and then worked down to show buy in and encourage line managers to participate.
Improving sickness knowledge	Work with Occupational Health and the case management team to see what support, training and resources we have available.	Support from Occupational Health and the case management team	To be able to come up with alternative plans to assist individuals back into the workplace or maintain them within.	3 months due to be complete. Although learning and support will always develop with this due to changing benefits and processes that are invested in.
Financial and budgetary understanding	Work with the general manager to see how they manage the departments budgets	Online resource for assistance in budget handling. Support from general manager.	Engaging effectively in communication regarding budget availability and the possibilities of use.	1 month, depending on the general manager availability and finding a suitable online course
Partnership working	Understand the list of partners that SWP works with. How they work and what they are looking to achieve	Support of the departments and the partners	When questioned or a time becomes suitable to be able to communicate effectively, lead and influence others enhancing SWP's performance and the target in question	Ongoing work, due to all the changes with partners.
Data analysis and interrogation	Course to show how to analyse and interrogate data effectively. Work the data analysts within the force	Course for excel and data interrogation Support from data analysts' team to show how the SWP systems work	Analysing data and presenting it in a coherent and comprehensive manner for all abilities to understand.	This is dependent on course availability and funding from SWP.
Report writing	Take on further projects or business cases that will allow me to progress and develop with report writing	Support from the Head of Operational HR to assist with the projects that this would require. Mentoring and supervision from the Human Resources Business Partner to ensure that the report is clear and concise.	Approval of a report written, that can be used to further a project or ensure approval for the targeted aim.	Dependent on the project availability that requires a report to be written.

Appendices

Figure 1	CIPD Profession Map
Figure 2	Rolfe's Reflective Model
Figure 3	South Wales Police People Strategy 2022
Figure 4	End of year appraisal - Line manager comments
Figure 5	South Wales Police HR Delivery Model
Figure 6	Lencioni's 5 behaviours
Figure 7	Operational Support Services Total Daily Sickness by date
Figure 8	Yetton-Jago Decision Model
Figure 9	End of year appraisal - Line manager comments
Figure 10	End of year appraisal - Line manager comments
Figure 11	Rischmi Karan 2018
Figure 12	McKinsey's Influence Model
Figure 13	HR recruitment Plan - Full time IRRO and Part time CRO
Figure 14	Email from Assistant Director with thanks sent on from Assistant Chief Constable Travis
Figure 15	HR toolkit created for guidance on Mental Health
Figure 16	Investigating a Business Issue Front Cover