Qualification: CIPD Diploma in Applied Human Resources

Developing Professional Practice in Human Resources

Activity 6: Reflect on your performance against your plan, and record how you are developing your skills, knowledge, and behaviours.

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CIPD Membership Number: 55478686

Word Count: 571

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 D Tillman **Date**: 26 May 2021

Development plan

NAME:	Sarah Tillman	**MEMBERSHIP NUMBER:**	55478686
COVERING THE PERIOD FROM:	April 2020 – On-Going	TO:	~~March~~ ~~2021~~ Ongoing

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
1. Leading HR: Experience of providing HR advice in relation to my organisation's policies and procedures to provide advice to senior members of staff as and when requested.	Familiarise myself with our current policies and procedures. Observe colleagues who provide HR advice and learn from the way they provide information. Request for any queries to be directed to myself to build confidence and improve knowledge in different remits.	Approval to sit in on workshops whilst there being undertaken A Q&A session with HR Advisors to gauge what the most common questions asked.	Be able to provide sound HR advise in line with organisational procedures without the constant requirement to check with my Manager or refer to the appropriate HR Advisor.	All to take place beginning of April throughout the year. **Complete**
2. Insights strategy and solutions:	Attend appropriate training sessions from the software provider.	Access to the reporting system.	The ability to produce management information upon request.	~~July~~ June 2020 – Dec 2020 **Complete – However, on-Going as I have**

Develop my knowledge of reporting from the HR system to enable me to provide accurate management information.	Arrange a meeting with my line Manager to show/explain how the reporting system operates. Request any future reports to personnel upon request are directed to myself.	Input from my Line Manager.		**continued to request for reports to be directed to myself.**
3. Driven to Deliver: Develop a method to record my workload and/or projects that I have on the go to prioritise accordingly.	Speak to colleagues and look at how they keep track of their workload. Look online and identify various methods that could be utilised. Speak with our IT department and see what they suggest is the most appropriate tool.	Input from IT Department. Research Online.	The ability to produce and record my workload to assist with planning and scheduling of projects.	~~April~~ – ~~August~~ 2020 May – ~~September~~ January 2021
4. Employee Engagement: Research ways in which I can increase and measure employee engagement with MAWWFRS.	Review best practice from academic research. Understand what other organisations have implemented. Survey	Access to academic research. Networking with HR professionals. Personnel	Reviewed processes within MAWWFRS to increase levels of engagement and establish a process that measures levels accurately.	Completion Date: May 2021.
5. Employee Relations: Increase knowledge around the relevant law	Establish where MAWWFRS receives information and advice relating to employment law.	Access to the internet. Head of HR – Agree allocated time to discuss	Meeting with HOD and a better understanding of the Service's Employment Law specialists.	April 2020 – Ongoing I am continuing attendance at workshops and providing

/ legislation relating to my own role (Pensions Officer) within MAWWFRS so I can undertake my role efficiently, deal with queries appropriately / confidence and provide reports to Senior Management / Committees upon request.	Attend LGA Workshops / events. Request to observe the Scheme Advisory Board meetings. Read any available materials online, FAQ sheets, Workforce Bulletins.	where employment law advise is obtained from. Booking space and availability to attend workshops / Scheme Advisory Board meetings.	Attendance at Workshops / Scheme Advisory Board meetings to familiarise myself with current issues affecting pensions. Produce a quarterly report to the Senior Management Team to keep them in the loop of any potential issues they need to be made aware of.	monthly updates to the Service Leadership Team.
6. Resourcing and Talent Planning: Support managers with the delivery of an induction process to ensure new starters undertake an appropriate and supportive induction and long term this should support our resourcing and planning activities.	Create a 'training package' to deliver to managers on the induction process and what it should entail. Deliver training sessions to the appropriate personnel. Request feedback from a 'new' employee on their experience from the process.	Microsoft Package – PowerPoint. Access to colleagues within the 'Management' Team. New Employees to complete feedback forms.	Delivery of the presentation with all appropriate personnel in attendance. Feedback received from new inductees.	May 2020 – Ongoing *Feedback from inductees will determine whether the process needs to be improved.
7. Learning and Development: To become more confident at coaching others.	Meet with the People Development Manager to discuss 'coaching' and look at MAWWFRS process. Research information and tools that can be used.	Meeting with the ADC Manager within the People Development Department. Access to the internet along with the appropriate	Feedback obtained from others that the coaching I have provided them with has been effective and useful.	Jan 2021 – On-Going *_Scheduled to attend Coaching Sessions in June to provide Coaching to personnel and gather feedback_

	Undertake coaching training.	academic research relating to coaching. Coaching training.		

Development record

NAME:	Sarah Tillman	**MEMBERSHIP NUMBER:**	55478686
COVERING THE PERIOD FROM:	April 2020	TO:	On-Going

This record sheet is for your guidance only – you may present your development record in any other format.

Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this? Any further action?
1. Leading HR 01 Apr 20 – 30 June 20	Started to look at MAWWFS Organisational procedures to familiarise myself with current processes.	To gain a better understanding and highlight key points along the way.	More awareness of our procedures and policies in place, and that I was able to effectively able to respond to queries without the requirement of constantly checking with Management.	Continue to keep up to date of any changes to our policies / procedures to utilise in the workplace. Arrange 'refresher' training workshops to 'Middle Managers' to enable them to have the confidence required to deal with situations effectively and manage their team.
15 July 20	The COVID-19 pandemic prevented me from physically 'shadowing' HR Advisors, therefore, I arranged a 'Teams' meeting with each HR Advisor. I also	To discuss the most common questions raised along with how they would deal with certain issues. The cc's into responses effectively enabled me to 'shadow' the way in which information was conveyed to individuals	That 'Senior Management' tend to place too much reliance on HR in certain areas for the fear of 'getting it wrong'.	

	requested to be cc'd into responses issued to staff based on queries received. I requested for queries to be directed to myself.			
01 Aug – 31 Dec 20		Build up my confidence and utilise my knowledge by providing advise based on organisational procedures and processes.		
2. Insights strategy and solutions				
09 June 2020	Arranged a meeting with my line manager via Teams to show / explain the Core HR reporting system and how it works.	To familiarise myself with the system and gain a baseline understanding of how it works.	Overview of the system and how to produce reports based on a set of criteria.	I have report to various personnel throughout the service and will continue to do so upon request.
03 August 2020	Attended a webinar session hosted by Core who provided a demonstration.	To see how the system operates, what information can be produced and look at how to create 'conditions.		
01 Sept – 31 Dec 2020	I undertook all requests for various reports upon request.	To utilise my knowledge and experience using the system based on the various report requests that the HR department receives.		

3. Driven to Deliver 01 May 20 – 31 Aug 2020 15 Sept 20 16 Sep – 30 Sep 20	I researched various methods online for Microsoft packages that are available for managing workload. Read textbooks on Microsoft Project Management. Teams meeting with the IT Manager to discuss the packages available within Microsoft. Liaised with the individuals on the HR Helpdesk.	To have a better understanding of the available packages and what each one can do. Determine what they thought the most appropriate tool was that could be utilised in an effective and efficient manner. Look at what system they use to record and track their day to day workload.	There are multiple tools that can be used to manage workload and record ongoing workstreams that are going on within the department. This is an area that we need to focus on due to the multiple workstreams undertaken and as such there is no 'formal' process used. As such, each person uses their own method which makes it difficult to see what work is on-going and can potentially overload a person's 'workload' without realising.	I have created a Gantt Chart which has been uploaded on DMS for all users to access. All tasks have been input on the chart so the department can see what tasks are going along with the time frames. Tasks can also be added/amended making it easier to see.
4. Employee Engagement 01 Aug – 30 Sept 2020: 01 Oct - 14 2020:	As part of my CIPD course, I undertook academic research; looked at best practice, contributors of engagement and read the MacLeod Report. Issued a 'Pulse' Survey to personnel.	To satisfy requirements and increase my understanding of 'employee engagement' theory and best practice. To establish a 'baseline' of engagement within the Service.	Tips on how to improve levels of engagement within the organisation. Identified key areas that required improvement within the organisation.	I have used this opportunity to recommend a 'line manager training programme' that will assist with the framework for engagement. This is in the process of being developed by our People Development department however this has been paused due to the pandemic and other work commitments.

5. Employee Relations				
01 Apr 20 – Ongoing	Read through the appropriate pension law / guidance on a regular basis.	Increase my knowledge on pension law / legislation to ensure I keep myself in the loop of any changes that may impact the Service.	Based on all the learning undertaken I have a better understanding of the foreseeable issues and how this will likely impact on our organisation. In a standalone role within the organisation, attendance at the Pension Workshops was of great benefit as it enabled me to ask opinions of others and share knowledge.	I produce monthly 'update' report to the Service Leadership Team to make them aware of what is occurring in the world of Pensions and make them aware of issues that could potentially impact the organisation in terms of Talent Planning (people retiring) and funding (upcoming changes to the scheme will increase Employer contributions).
16 June 20 - Ongoing:	Attendance at the LGA Fire Pension Workshops (16/06/20, 28/07/20, 13/10/20, 12/01/21, 26/01/21, 09/02/21, 23/02/21, 09/03/21, 23/03/21,18/05/21)	Informal discussions take place with the LGA, FRA's and Administrators so I can keep in the loop of issues going on.		
13 July 2020	Attended the Local Pension Board	To gain an understanding of issues raised in relation the Firefighter Pension Scheme(s).		
22/23 Sept 2020	Attended the virtual Fire Pension Scheme AGM	To look at what changes have occurred over the year and what future changes are likely to cause issues.		
03 Nov 2020	Observed an Employment Law update on the recent High Court Ruling regarding Pensionable Pay.	Have a better understanding of the outcome of the Hight Court ruling and how to correctly apply it.		

6. Resourcing and Talent Planning				
01 May 20 – 30 June 2020	As part of my CIPD course, I undertook academic research; looked at best practice, of an 'Induction Process'.	To identify best practice and compare with MAWWFRS process.	How to improve the induction process for new inductees.	The Induction PowerPoint presentation has been uploaded to Moodle for all users to access at their own leisure.
01 July 20 – 31 Dec 20	Throughout this period and based on research undertaken I created a PowerPoint presentation of the Induction Process and what it should look like in practice.	To deliver training sessions to the appropriate personnel on the 'Induction' Process.	How to create a PowerPoint presentation to make it appealing to the audience.	From 01 April 21 – Mar 22 feedback forms will be issued to new inductees to gauge their experience and possibly look at what elements may need improving.
01 Jan 21 – Mar 21	Workshops undertaken to deliver training sessions to Management.	Demonstrate what the Induction process looks like and provide an opportunity for a Q&A session.	Due to the continual movements within the Service it appeared that not all personnel had received the appropriate training to undertake an Induction.	
01 Apr 21 - Ongoing	Issued feedback forms to new inductees.	To gain feedback on their experience from their induction and gauge what potentially needs to be improved.	As this only commenced from 01 April 21 it is not possible to determine what the inductee's opinion is however the feedback will be monitored over the course of a year to enable the Service to establish what elements may need improving.	

7. Learning and Development				
06 Jan 2021	Met with the People Development Manager within our organisation to discuss Coaching.	Have a better understanding of coaching in the workplace.	What 'coaching' is undertaken within MAWWFRS and the process to access this activity.	Utilised the GROW model in one to one coaching sessions within the department to try and build the confidence of others by getting them to 'think' as opposed to me telling them what to do.
01 Feb 21 – Mar 21	Undertook academic research.	Provide me with an overall view of 'coaching', models, and different types of coaching.	Learnt many aspects of coaching and how it can be relatively informal, and it can contribute to increasing levels of performance.	
10th & 17th June 21	Attending Coaching & Mentoring Skills for Managers Workshop	Provide me with direct Coaching Training and improve my confidence within this area.	Due to attend the course in June - TBC	

Reflection

"Reflection deepens learning. The act of reflecting enables us to make sense of what we've learned, why we learned it, and how each increment of learning took place. Its about linking one increment to the wider perspective of learning – heading towards seeing the bigger picture" (CIPD, 2018). By simply reflecting on our own learning it will enable a person to gain insight on their own learning and look at how they could do better next time.

Using the Gibb's Reflective Cycle, I reflected on my own learning to evaluate my own experiences and understand what I did well, and what requires further development in the future.

What have I learnt?

As a Pensions Officer within MAWWFRS I feel that this has course has provided me with a great opportunity to expand my knowledge of HR and broaden my knowledge of the organisations policies and procedures. I am confident I can deal with queries in relation to our policies and procedures and know where to go for information and advice if required. It made me realise how much I already know about the pension law/guidance and this has built up my confidence in realising that I am the specialist in the workforce and I should not doubt myself when asked for advice. The requirement for training throughout the service became apparent to enable Managers to feel confident undertaken tasks and effectively manage their team.

How I have Developed

I feel that my confidence has developed as I have more of an understanding of processes and how they can impact on the organisation; I no longer shy away from queries when they are received. I have more interaction with the Senior Management as I provide timely and accurate data in a report format upon request. Prior to CIPD, I did not deliver much training, however, the development plan provided me with the opportunity to undertake training sessions and I was able to deliver training remotely and cover the learning outcomes along with interactive elements within the allocated time slot.

Unplanned Outcomes / Challenges

My original development plan had to be revised due to the restrictions imposed by COVID-19. This primary involved the methods used to achieve targets whereby I was unable to physically meet with Management or Shadow colleagues and had to revise my plan to look at alternative solutions such as meetings via Microsoft Teams / Q&A sessions.

The extension of timescales also became apparent as I did not consider other people's availability with their workload along with the amount of reading / research I

would be required to undertake. As such, this pushed back targets, and a few remain on-going.

Continue to Work On

Coaching as this target's high performance and improvement at work and usually focuses on specific skills and goals (CIPD, 2017). Although the research I have undertaken has broadened my knowledge on the subject, and I have utilised the GROW model in the workplace, I feel that my techniques require improving to enable me to provide effective coaching to colleagues.

Induction Process as this is a critical stage for an employee as it integrates them into the organisation and sets them up for success. Failure can lead to a poor experience, a change of mind about the role and future resignations. As such, I am going to monitor the feedback forms from new recruits and analyse the data received to determine whether our process still requires improvement.

References

CIPD. 2017. Coaching and mentoring. [ONLINE] Available at: https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet#7002 (Accessed: 25 May 2021).

CIPD (2018) *Reflective Practice Guide* [online]. Available at: https://www.cipd.co.uk/Images/reflective-practice-guide_tcm18-12524.pdf. Accessed 25 May 2021