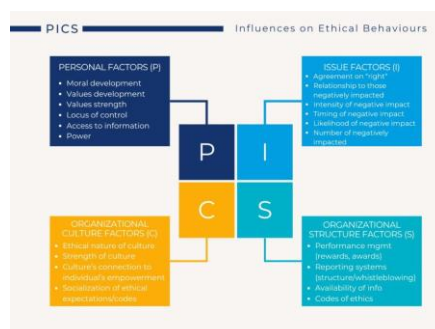


### Core behaviours for people professionals

1. Please explain: a) 'ethical principles' and how these can inform the way people behave at work. b) 'professional values' and how these can inform the way people behave at work. (AC1.1)

Ethical principles and professional values play a crucial role in shaping decisions within a business.

As quoted by Dessler in Human Resource management, 'Ethics are the principles of conduct governing an individual or a group' – the principles people use to decide what their conduct should be. (Dessler 462–464). Ethics serve as guidelines for behaviour that help define what is right and wrong. They set the standards for conduct within the business whilst maintaining compliance to legislation and employment laws. Strong ethical principles form the foundation of professionalism and when a people professional within a business upholds these principles by demonstrating integrity, taking genuine ownership when advising leaders, standing up for unfairness, supporting opportunity etc it can foster a culture of trust, transparency, and positivity throughout all levels of the organisation. Many factors can affect an individual's ethical behaviour in the workplace such as knowledge, values, morals and personality traits. (CIPD, 2023). This is illustrated in the PICS model, see image below for a modernisation of the model, originally researched by Linda Klebe Trevino in 1986. I believe this model clearly demonstrates the factors that can influence ethical decision making. It could also serve as an excellent tool for people professionals to reflect on the factors that have influenced the decisions they have made. (newtonr, 2023a), (Trevino, 1986).



(newtonr, 2023b).

Ethical principles can inform the way people behave at work as they set the standard of expected behaviour. If we, as people professionals, demonstrate ethical behaviours, such as those outlined in the CIPD Profession Map, it will have a knock-on effect throughout the

business. Expected behaviours are essential to comply with laws and legislation, ensure employee satisfaction as well as guest satisfaction. These ethical behaviours will only be reflected throughout the business if people professionals and management set the standard and lead by example. **(I.P 2023)**. An example of this being put into practice within my role would be ensuring that all employees are given equal opportunities, regardless of their religion, race, sex, sexual orientation, age, marital status, gender reassignment, pregnancy or maternity leave or disability, when developing a plan to support their progression within the business. I would need to take 'positive action' to ensure that reasonable adjustments are in place, so that no employee is underrepresented or disadvantaged in their pursuit of a promotion within the business. **(GOV.UK, 2023)**.

Professional values are the guided beliefs that inform our decisions about what is right and what is wrong. These values are embedded in our personalities through life experiences, meaning that an individual's values will be completely unique to them. **(Chan, 2021)**. It is essential for a business to have individuals in People Practitioner roles who possess strong professional values, employees rely on People professionals for support and trust them to apply their knowledge in a fair and responsible manner **(CIPD, 2017)**. Professional values can influence the way people behave at work by ensuring that people practitioners demonstrate the appropriate empathy towards employee grievances or personal matters. These values ensure that all stakeholders within the business are treated with respect. They also ensure that every situation handled by people practitioners is approached with accountability and fairness. An example of this being put into practice within my role would be my commitment to ensuring that I am always delivering effective and engaging training programmes. I always ensure that anonymous feedback forms are completed digitally at the end of each session so I can use the feedback to continuously enhance the learning experience.

**2. Please give three examples of how you, as a member of the people practice team, conform with the Equality Act 2010 (or any updates), or regulation and law relating to ethics and professional practice in your own country. (AC 1.2)**

The first way I conform with the Equality Act 2010 in my role as Academy Learning and Development Coordinator is by sending a reminder email to all employees attending each training session. In this email I ask if any adjustments need to be made prior to the session. If any adjustments are required, I contact the employee directly to discuss their needs and arrange the relevant support. I have worked closely with our IT team to develop training materials, and in the past, I have created accessible documents and training materials with audio and visual support for employees with visual and hearing impairments. I do this to ensure that all employees have the same opportunity to benefit from the face-to-face training sessions.

Secondly, I welcome a cohort of interns onto the resort every year. These interns are from the Life Skills Academy at Pembrokeshire College, and they have varying levels of neurodiversity. The purpose of the internship is to introduce the students to employment, provide them with a change of environment, and gradually ease them into the more independent world of work. To familiarise them with their new surroundings, I invite the interns to the resort, where I personally meet them in an informal setting and introduce Bluestone. I then accompany them on a tour of the resort. To offer the most realistic experience, they complete a specially designed recruitment process and are invited to an interview. To make the process less daunting, I send them the pre-designed questions they will be asked, so they can prepare with their tutors.

Once this process is complete, the students fill out an Employee Support Passport (ESP), which outlines their individual needs, how we can best support them, and what they may require if they feel overwhelmed (e.g. encouragement, a quiet space), as well as their preferred learning styles. This information is then communicated to the managers, supervisors, and the interns' 'buddy' within the outlet where they will be working.

On their first day I welcome the interns to the resort for their induction and stay with them, alongside their college tutor, throughout the day to ensure they feel comfortable. Over the next couple of weeks, they are gradually supported by their college tutors during their shifts until they feel at ease. I make regular check-ins to ensure they continue to feel supported.

After the first month I sit down with the tutor and the outlet manager to develop a plan to gradually introduce them to additional skills, with the ultimate goal of offering potential employment within the business.

The third example of how I conform to the legislation within my role is by ensuring equal opportunities are available to everyone. I make sure that training opportunities are communicated fairly and advertised to all regardless of their level within the business, age, gender or any other form of discrimination. I actively encourage all employees through our employee apps, email and monthly Academy newsletter to attend in house training sessions and to apply and participate in our development programmes. As part of my role I also create in house training modules and review those provided by external suppliers. I ensure that all our training content is inclusive and reflects the diversity of our workforce. In addition to complying with the legislation, I do this because it aligns with my personal values and I want all employees to feel valued, included, and supported.

**3. Please summarise different ways people practitioners can demonstrate respectful and inclusive working in relation to:**

**a) contributing views and opinions.**

People practitioners can demonstrate respectful and inclusive working in relation to contributing views and opinions by showing respect and listening to employees at all levels within the business and valuing their opinions and ideas. When employees feel comfortable expressing their opinions and ideas, they are more likely to contribute creative and effective solutions. **(HR News, 2024)**. This includes respecting different viewpoints and taking an open approach to alternative perspectives. One way we demonstrate this as people practitioners within my organisation is by conducting our six monthly pulse surveys. This provides employees with the opportunity to share their viewpoints anonymously, allowing individuals to feel comfortable sharing their honest opinions. It also offers them the opportunity to suggest ideas on areas that may require improvement. Another way we achieve this is by hosting a monthly ECG meeting which is attended by a representative from each department along with members of the People Services team. These meetings are promoted as a safe space which allows individuals to express their opinions across the business without fear of any repercussions. Employees are familiar with their representative and can approach them with any ideas or opinions they wish to share. The representative then communicates these within the ECG meeting and together we develop strategies to implement the appropriate actions. This is a great way for employees who may not wish to communicate their views directly yet ensures their views and opinions are still heard.

**b) clarifying problems or issues.**

People practitioners can demonstrate respectful and inclusive working in relation to clarifying problems and issues by providing open and clear communication with stakeholders and by going the extra mile to ensure employees fully understand any instructions, changes or decisions made. Ways in which we can achieve this is by offering clear, valid reasons for any changes. We also need to have an open-minded approach when trying to come up with solutions and listen to employees' ideas as they may have thought of something that we have not **(Dixon, 2021)**. People practitioners would also benefit from using evidence-based data when making decisions or trying to resolve problems or issues as it would help to validate anything that may arise as a result. One way I demonstrate this as a People Practitioner in my role as Academy Co-ordinator is when addressing grievances raised by our resort learners, apprentices and interns. I will always maintain a neutral stance and will always refrain from offering my personal opinion on the matter. I avoid making judgements and strive to create a safe space where learners feel comfortable to share their feelings. I recognise that everyone is unique therefore every solution must be tailored to each individual's specific needs. I will always ask them how I can improve the situation for them and aim to provide a resolution that aligns with their needs.

**c) working effectively as part of a team (AC 2.1)**

People practitioners can demonstrate respectful and inclusive working when working effectively as part of a team by ensuring that employees at all levels in the business have equal opportunity to 'have their say' and participate in decision making. They can foster a

team environment from the very first day of a new employee's journey and create opportunities for stakeholders to socialise and collaborate across the business. **(testlify, 2023)**. One way I demonstrate this within my role is by hosting and delivering Conflict Resolution and Service Recovery training. Feedback from our surveys show that these training programmes are highly beneficial to employees as they help them develop the skills to manage challenging situations effectively. The training also helps employees build the confidence to handle difficult scenarios and guides them on how to develop mutually beneficial solutions. As a result, this can foster stronger working relationships and helps contribute to a positive work environment which can lead to increased productivity.

**4. Please provide three recommendations for how people practice team members can find out about current issues and developments in the world of work and people practice. (AC2.2)**

It is essential for people practice team members to remain informed about current issues and developments as organisations are required, by law, to adhere to various rules and regulations. As people professionals we must stay up to date with these regulations as they are continually changing. If we fail to do so it could result in the business being on the wrong side of the law. It is our responsibility to protect both the business and its employees. **(Magazine, 2019)**.

The first way we can stay informed is by subscribing to industry publications, newsletters and online resources, such as a CIPD membership. When you become a member of the CIPD you receive regular issues of People Management magazine which contain the latest industry news, trending features and legal updates.

A second way of staying informed is by attending HR compliance webinars, such as those hosted by Personnel Today and the CIPD. Personally, I find webinars a great way to stay up to date as they allow you to ask questions directly about anything you may not fully understand or would like to know more about. I also find webinars to be an excellent opportunity to network with other professionals in the industry.

Thirdly, I have found podcasts particularly beneficial, especially the HR People Pod and The CIPD Podcast, in helping me stay up to date. I use them regularly to help expand my knowledge on specific topics. I find them easy to access and flexible, which allows me to fit them into my daily routine. Another reason I find them useful is they often feature practical examples which can make challenging topics easier to understand.

**5. Briefly explain how people practitioners can be proactive in their approach to continued professional development (CPD), using your own approach as an example. (AC 2.3)**

People practitioners can take a proactive approach to their continued professional development by regularly self-assessing themselves and following the stages of the CPD cycle. It is important for us to regularly set time aside to **identify** areas where we feel we would like or need to develop. Once identified we then can engage in **learning**, which can be in varied forms, from attending training sessions to consulting with knowledgeable individuals within the business. Following this, it is essential to **reflect and record** what we have learned to ensure we have absorbed the information. We can then apply the learning in our role and **share** with colleagues to help expand knowledge throughout the organisation. By taking a proactive approach to development we will expand our skills and increase our overall effectiveness within the organisation. (CIPD, 2023b).



(Skills You Need, 2011).

### My CPD Log

|                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Record Name                                                                                                                                                                                                                        | Mapal Manager Basics                                                                                                                                                                                                                                                                                                         |
| Date:                                                                                                                                                                                                                              | 01/05/2024                                                                                                                                                                                                                                                                                                                   |
| Profession Map Area:                                                                                                                                                                                                               | Evidence-based practice                                                                                                                                                                                                                                                                                                      |
| Type of Learning Experience:                                                                                                                                                                                                       | Attended/completed a course                                                                                                                                                                                                                                                                                                  |
| Supporting material:                                                                                                                                                                                                               | N/A                                                                                                                                                                                                                                                                                                                          |
| If you have a web page you'd like to reference, add the URL below (to open the link, right click and choose open in a new tab).                                                                                                    |                                                                                                                                                                                                                                                                                                                              |
| 1. What is the learning experience you're reflecting on (eg, researching a topic, work you've recently done, an event you attended, a podcast you've listened to)? (for reflections captured pre-October 2024 'What did I learn?') | I attended this training session to develop my knowledge of running data reports, including how to tailor reports based on specific modules, branches, and other relevant criteria.                                                                                                                                          |
| 2. What did you learn from this experience? (suggest 180-220 words) (for reflections captured pre-October 2024 'What did the learning experience tell me about myself?')                                                           | I gained a deeper understanding of the software and learned how to maximise its potential, particularly in my role as a super user responsible for managing the Mapal Learning accounts of 900 staff members. I learned how to generate specific, tailored reports and how to effectively break down and interpret the data. |

## SOPHIE PAVIA-LACEY-CIPD LEVEL 3- ASSIGNMENT 3

3. How does this change the way you'll work in the future? (Suggest 180-220 words)

I found that this training has had a positive impact on my day-to-day work. I now apply what I learned on a daily basis to access and update the training calendar, develop training sessions, mark

attendance, monitor module completion, and create external training. The training has significantly improved the way I work, particularly by teaching me how to generate more detailed reports efficiently and in a timely manner.

4. What else have you done - or what will you do - for this learning experience to have a wider positive impact (eg, on others, your organisation, the profession, society)? (Suggest 100-150 words)

I have found that this training has had a broader positive impact on the business, as we are now able to send departmental reports that highlight specific branches to Heads of Department and managers, enabling them to see how compliant their teams are. I have also observed a noticeable increase in module completion across departments following the distribution of these reports.

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Record Name Hidden Disability Sunflower Training

Date: 04/09/2024

Profession Map Area: Inclusion and diversity

Type of Learning Experience: Attended an event

Supporting material: N/A

If you have a web page you'd like to reference, add the URL below (to open the link, right click and choose open in a new tab).

1. What is the learning experience you're reflecting on (eg, researching a topic, work you've recently done, an event you attended, a podcast you've listened to)? (for reflections captured pre-October 2024 'What did I learn?')

As Bluestone has joined the Hidden Disability Sunflower Scheme I attended the training to gain an insight on how best to support individuals with non visible disabilities. The aim was to raise awareness and foster a more inclusive environment for our guests and colleagues.

2. What did you learn from this experience? (suggest 180-220 words) (for reflections captured pre-October 2024 'What did the learning experience tell me about myself?')

Attending the Hidden Disability training gave me a deeper understanding of the challenges faced by individuals with non-visible disabilities. I learned how important it is to approach everyone with empathy and not to make assumptions based on appearances. I got a deeper understanding of how to respond to an individual, appropriately, who is identifying by wearing the sunflower.

## SOPHIE PAVIA-LACEY-CIPD LEVEL 3- ASSIGNMENT 3

3. How does this change the way you'll work in the future? (Suggest 180-220 words)

I act with patience, active listening and communicate to an individuals inclusive need. I apply this to all training sessions by asking individuals prior to training if we can make any adjustments to make the session more comfortable for them.

4. What else have you done - or what will you do - for this learning experience to have a wider positive impact (eg, on others, your organisation, the profession, society)? (Suggest 100-150 words)

I attended this training session for a second time to observe how it was delivered. This was to prepare myself to deliver the training to staff members across the resort. I now deliver this as part of the Company Induction, ensuring that new starters begin their journey with this essential knowledge.

Record Name Technology Induction  
Date: 05/02/2025  
Profession Map Area: Employee experience  
Type of Learning Experience: Something I'm doing/I've done at work  
Supporting material: N/A  
If you have a web page you'd like to reference, add the URL below (to open the link, right click and choose open in a new tab).

1. What is the learning experience you're reflecting on (eg, researching a topic, work you've recently done, an event you attended, a podcast you've listened to)? (for reflections captured pre-October 2024 'What did I learn?')

This training session had been selected by our Directors to be included as part of the Company Induction. The purpose of attending the session, that was delivered by our Technology team, was to review the content intended for inclusion. However, I found the material to be extremely valuable, and could be applied in both my professional and personal life.

2. What did you learn from this experience? (suggest 180-220 words) (for reflections captured pre-October 2024 'What did the learning experience tell me about myself?')

I gained a broader understanding of cyber safety, including the dos and don'ts when working with business systems, best practices for creating secure passwords, how to identify potential scams, and the impact on the business when employees fail to act cautiously while using company systems.

3. How does this change the way you'll work in the future? (Suggest 180-220 words)

This training will positively influence the way I work in the future by increasing my awareness of cyber safety and encouraging more cautious and informed use of business systems. I will be more

vigilant when handling sensitive information, creating passwords, and identifying potential security threats. Additionally, the knowledge I've gained will help me support colleagues in maintaining best practices.

4. What else have you done - or what will you do - for this learning experience to have a wider positive impact (eg, on others, your organisation, the profession, society)? (Suggest 100-150 words)

The content from this training session is not delivered, by myself, as part of Company Induction. All new starters attend this session on day one. Educating employees from the very start of their employee journey could make them more cautious and aware of the risks, which in turn protects the business.

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**Word Count- 2,180.**