

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources

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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: 25/03/2022

Reflection – Continuing Professional Development

Reflection is a crucial part of development as it helps to make sense of the activity taken, review the efficiency as a learning experience and see opportunities of what to do next (Woodhams, et al., 2016, pp. 116-117). This “reflection in action” coined by Schön in 1983 (Woodhams, et al., 2016, p. 116) is beneficial as it encourages learners to seek out new developmental experiences and view each one as an opportunity to try something new and grow with it. This is a concept I can align with, as just before beginning this course I started a new job in the public sector, which led to many opportunities and areas for growth.

In reflecting on my own development, I have used Gibb’s reflective cycle from 1988 to structure my thoughts and planning for the future (MindTools, 2022) and look at each of the five steps below.

Description

As I was relatively new to Pembrokeshire County Council, I put a strong emphasis on my learning to understand the business and my role within it by focussing on the Core Professional Areas of *Insights Strategy and Solutions* and *Employee Relations* (CIPD, 2013). I have used this to explore the service areas I work with most frequently, exploring the challenges with resourcing, budgets and the impact of the Coronavirus pandemic. To this end, I have been instrumental in projects to improve recruitment processes, HR effectiveness and structure and employee engagement and these have been supported by my work on developing my decision making and influencing behaviours.

Feelings

My CPD has helped me to feel much more at ease with the complexity of working within the local authority. As I was keen to take on new experiences in order to learn more (Woodhams, et al., 2016, p. 116), there were instances where I was often out of my comfort zone. Resourcing and Change are out of scope for my role and therefore I felt that it may have been uncomfortable for me to approach this at work. However, I have been supported and found that by experiencing these processes I have been able to build relationships and gain a greater understanding of the organisation.

Evaluation

I found that practical experiences were the most effective way for me to learn. As CPD is an ongoing process (D'Souza, et al., 2015), I can see real benefit in activities which both enhance my day-to-day work while helping me to grow. Where I have struggled is in my attempts to gather feedback about my current work. Feedback has not been forthcoming within PCC and so I have had to work hard with a small selection of peers for them to understand the kind of feedback that would benefit me.

Conclusion

I have recognised that my approach often leans to the theoretical or inspirational side of influence, while I have tended to leave data and evidence as a whole to others. While I feel it is a strength of mine to enthuse others with stories and ideas, I do need to continue developing my ability to present evidence to back up my ideas and prove the effectiveness of potential solutions.

Action

As I reach the end of my applied course, I have drawn a line under my development plans so far which were based on the 2013 Profession Map (CIPD, 2013) and assessed my next stages of development using the new CIPD Profession Map (CIPD, 2018). I want to continue to build on my influence and decision-making skills and I have put emphasis on developing my ability to use evidence-based practice to make this more effective. My recent work in employee engagement has drawn my interest and so I will also be looking at culture and behaviour as a core knowledge area to help influence change in our organisations approach.

References

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CPD Journal

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COVERING THE PERIOD FROM:	01/11/2020	TO:	25/03/2022

Plan to develop confidence to have influence and impact in my role. Primary function of my working role is to manage Absence levels and I hope to use this tool to gain skills that will allow me to not just respond to issues that arise but to strategise and develop solutions for the long term.

Area of Focus (Areas from CIPD HR Profession Map)	Action to Develop Area of Focus	What resources or support will I need?	What does success look like?	Target dates for review and completion	Assessing and reflecting
Profession Map (2013)					
Professional Area (Core): Insights Strategy and Solutions					

Learn about specific external factors which impact the Pembrokeshire County Council – political, economic, social, technological, legal, environmental	Meet with Manager to discuss viable options for people I can meet with which will help me reach this goal	Line Manager Jo Pugh Davies to meet with me 14 th November 2020	To come away from the meeting with clear next steps to get closer to developing his knowledge	14 th November 2020	This meeting was postponed to 4th of December but was helpful in identifying people I can approach for information and set up meetings with – this will be better to approach in early 2021. This is particularly helpful in learning about the council and how HR fits within it. Challenging due to pandemic overshadowing most other factors.
	Read through latest CIPD Survey results – are there any trends that will affect PCC?	https://www.cipd.co.uk/Images/people-profession-uk-ireland-2020-report-1_tcm18-78597.pdf	Identify at least 3 trends	Jan 2021	Biggest drivers for change in UK are economic instability, digital transformation, industry changes. Easy to draw parallels with PCC as many of these factors have increased in influence over 2020. Will help inform conversations I have with managers of my service areas. Would like to look further at how these factors influence employee relations.
	Meet with Workforce Planning Officer (Gill Henton) to discuss external factors which impact Talent Planning	None – organising call via Skype	To understand the impact on diversity? Which areas are we struggling in?	Feb 2021	Helpful particularly in regard to social services. Understanding that financial factors play a large part in staff leaving – competitive salaries in neighbouring authorities. Due to challenges with recruitment of social workers diversity has not been a focus or recognised barrier. Larger white applicant base so potentially opportunities to attract a broader range of social workers.

					Will meet with HR managers Jo and Julia to look at what options we currently have and are trying to retain SS staff.
	Meet HR managers Jo and Julia to discuss ongoing support for service areas	None – Skype/Teams meeting	Look at recruitment/ retention of social workers. Understand how we are tackling the financial pressures. How we can address diversity problem at PCC.	March 2021	Learned that financial competition is a challenge for PCC as we can't compete. SS currently looking at financial incentives. HR perspective that we need to look at growing our own talent, retaining current talent and attracting a broader candidate pool. Brexit and Pandemic have hampered diversity and we were looking to recruit from abroad. Will apply this by looking at other incentives for retention. Keen to understand the reasons for staff leaving (other than financial)
	Meet with finance officer Richard Scalisi to talk about Brexit and Coronavirus impacts on council	None – organising call via Skype after financial year closes	To understand the financial year ahead. How can HR assist?	April 2021	Not that helpful from a whole organisation perspective but highlighted some potential action points for finance department. Drive to hybrid working and cultural impact of having staff back in the workplace a concern within the team and is contributing to disengagement. Distinct benefit of learning about all service areas I support. Will continue to do this with other areas to broaden understanding.
	Meeting regularly with Managers to better understand service areas and current external pressures	None – calls via Skype/Teams initially with move to in person at later date	To expand the benefits of meeting with managers so far and highlight pressures. My own learning and benefit to service areas.	(ongoing) in place by June 2021	As above, distinct benefit of learning about all service areas I support. Will continue to do this with other areas to broaden understanding. Challenging to have all managers commit as they don't all see immediate benefit.

	Attend next internal briefing on hybrid working	Liaise with line manager for invite to next manager briefing	Better understanding on pressure on the organisation to change ways of working.	October 2021	Learning about the high percentage of staff who want to work from home. This is an ongoing challenge and may not be solved before summer next year Great to understand more to apply to conversations with managers. Will look at case studies about bringing people back to the workplace.
	Read CIPD, 2020. Impact of COVID-19 on working lives	Website https://www.cipd.co.uk/knowledge/work/trends/goodwork/covid-impact	Further understanding of how we can approach end of pandemic	Nov 2021	Learned the benefits of informing and consultation with covid measures for staff – transparency will help managers ease staff back Will look to apply this to conversations with teams who need staff back in the office asap
Learn to collect and analyse data combined with insights about the organisation to identify opportunities for improvement.	Read through the Behaviour Standards publication from PCC	Document readily available on council intranet	To understand key priorities for the upcoming year to understand areas which could be analysed	Jan 2021	Have learned the key priorities for 2020 which were derailed by the pandemic – these likely to be replicated as we return to normality. Would be further enhanced by learning proposed strategies for each service area. I have struggled with getting to grips with these plans as they were put in place pre-pandemic and before I joined. PCC does not currently

					resemble the organisation described in these documents as so much has changed. Additional context always required from colleagues. Already helpful in employee relations conversation regarding work-life balance and performance & development.
	Explore 'People Analytics' factsheet and supporting docs from CIPD	https://www.cipd.co.uk/knowledge/strategy/analytics/factsheet#qref	Uncover approaches to collect and analyse HR data	Dec 2020	Understood that qualitative and quantitative data both have their place and can be supportive to each other. Also, caution around finding correlation without adequate proof – suppositions about what the data is telling us. Will apply this knowledge in my upcoming research project. Would like to follow up by reading: <i>KHAN, N. and MILLNER, D. (2020) Introduction to people analytics. London: Kogan Page.</i>
	Develop Questionnaire for Research project	Arranging access to staff to interview/question	Sign off from manager on appropriateness of questionnaire – gather feedback	March 2021	Signed off and helpful advice from manager on tackling this subject and how to approach stakeholders. Again helpful in learning my workplace. I have concerns around the timescale for effective data gathering from my sources. To

					be impactful for PCC I would like to continue research beyond project due date.
	Continued monitoring for benefits of social media advertising	Meeting with Digital marketing to see analytics. Developing relationship with recruitment manager to apply learning.	Understand fully whether use of social media has an impact on our recruitment. Build stronger case for more investment in social media advertising.	Ongoing from July 2021	Using data up until Nov 2021. Trends have remained inconclusive. Labour market is still unstable due to pandemic and brexit so we are unsure if social media has benefit. Increased traffic to site but has not generated more applications. Challenging pushback from some managers on the use of social media. Data could lead to supposition around social media being ineffective. Trails with certain posts will continue in the hope that market becomes more reliable next year.
	Learn methods to gather Absence/Leaver data to help understand employee engagement	Meet with Alex Peach Lynda Kirkup to learn PCC analytics software	Be able to generate regular absence and leaver reports	Jan 2022	Previously challenging as I have an Apple Mac background having only used Windows at school. Getting to grips with Excel but needed some guidance. Learned how the process works and produced a guide for future reference. Will pass this onto Mel when she joins the team in March. I will regularly use this new skill in conversations with managers and use Excel to present data in effective way.

Learn to develop reports on the efficiency of HR Programmes and Projects – making recommendations based on data collected	Meet with HR Chief Officer Cathy Evans to discuss useful areas for analysis and reporting	Meeting in person 14 th November 2020	Identify an area of research which would be both beneficial to PCC and accessible in terms of data	Nov 2021	Useful meeting which helped me determine my Research Project and uncover options I have for accessing data for reporting Potential issues of 'doubling up' work already being done by other teams. Be sure to keep project focussed with clear goal.
	Request feedback on current status of Research Report from my line manager	Meet in person or skype	Understand how report could be received by stakeholders	March 2021	Helpful to see how the report could actually benefit PCC. Some useful background information gleaned about the council's previous recruitment methods and hesitation to embrace social media. Again useful reminder to keep project small and HR beneficial.
	Completion of Research Report and further request for feedback from HR Chief officer	Meet in person or skype	Feedback will help form future reports for PCC	July 2021	Recommendations considered and appreciated. Feedback on presentation of my findings – more clarity to present to a range of stakeholders. Advised to consider recommendations long-term impact. What is a measurable success for the suggested action. Further self-guided learning needed on report writing.

	Review CIPD Factsheet 'How to write a persuasive business report'	https://www.cipd.co.uk/knowledge/study-guides/business-report-writing	More consistently apply the structure of reports in my writing	September 2021	Learning supported by work on CIPD Level 5. Will apply what I have learned so far to reports in the future and request feedback on their effectiveness. Challenging to put into practice in my day job as not called upon to write reports very often. Will request feedback on any persuasive writing/ presentation instead. Follow up reading: <i>CAMERON, S. and PRICE, D. (2009) Business research methods: a practical approach. London: CIPD.</i>
	Work on report on efficiency of HR team hubs – seek feedback	Report as part of change within HR team – requested to become involved as part of my development.	Understand effectiveness of persuasive writing	October 2021	Report was replaced with presentation which I constructed so feedback on presentation structure rather than written report. This was in the end helpful in getting immediate feedback on the effectiveness of my rationale to different stakeholders. Employee Services Team who were more directly impacted needed to be provided additional reasoning over colleagues in HR management who were more direct in needing logistical information.

					While not exactly what I had hoped to work on, this experience was helpful in understanding stakeholders.
	Report on employee engagement levels – seek feedback	Report will be presented to Head of Service to talk through engagement options for social services teams – part of work towards employee engagement module of CIPD L5	Understand effectiveness of persuasive writing	February 2021	Similar to experience with HR Hubs although again useful with other stakeholders. Met with Head of Service for Children's Social Services and presented findings – data needed to be clear, robust and persuasive for my recommendations to land. Ongoing will look to find other ways to apply these skills. This may not be possible for written submissions but presentation skills still useful and more relevant.
Professional Area: Employee Relations					
Develop understanding of relevant current local employment law and discrimination law in order to understand employee relations priorities for PCC.	Completion of Employee Relations Module of Level 5	Module begins in September 2021	Successful completion of module	October 2021	Hugely beneficial for my job as gave me context for employee relations beyond the operational. This was initially challenging as there was more to know than I had thought. Particularly helpful to see the emphasis on maintaining a good relationship between employee and employer. This has been helpful in discussions with managers for them to understand why I don't recommend certain action.

					Will continue to look at the research from this module to support my job.
	Completion of Understanding Employment Law Module of Level 5	Module begins in February 2021	Successful completion of module	April 2021	Good grounding in all employment law. This would be beneficial for all HR employees at all levels. It's important to know the rules inside out but also use Acas as an accessible guide if unsure. I'm aware that the laws are constantly updating with new case law and so it will be important to keep up to date with revisions.
	Review Learning against PCC Policies.	Policies available on PCC intranet	Understand if there are any opportunities available for improvement? Are we at risk?	Nov 2021	No risks found as policies appear compliant with guidance from Acas. Emphasis on using ER as a way to preserve working relationships. My perspective on absence management has changed after completing ER module as I now understand the need to balance fostering and maintaining the employee relationship while also reducing absence levels.
	Update on latest Employment Law changes	Attend Redkite Employment Law webinar	Keep record of relevant case studies and changes re. Brexit and COVID	April 2021	This was a really good way to review my current knowledge and hear the different challenges businesses are facing currently. Some interesting case studies were described which will be useful for my course and in my job

	Update on latest Employment law changes	Attend Redkite Employment Law seminar – Saundersfoot, Pems	Gather more case studies and understanding of other changes/challenges	March 2022	Unable to attend in person due to testing positive for Covid. Would be beneficial to meet people in person for networking and sharing ideas. Session still held online so gathered some helpful case studies reflecting the challenges HR have had over the past year
Developing relevant ER documentation, ensuring all contractual/legal documents and templates are in line with current legislation.	Meet with peers to gather feedback on current Absence Policy	Organise meeting over Skype	To brainstorm problems identified within the current policy	March 2021	This meeting was postponed to 4 th of December but was helpful in identifying people I can approach for information and set up meetings with – this will be better to approach in early 2020 as Financial team are busy/starting holidays in December
	Request feedback from Managers outside of HR on the current Absence policy	Request through my monthly Absence meetings with managers (all in April)	To brainstorm problems identified within the current policy	April 2021	Helpful in understanding the needs of different service areas for the policy. Refuse and Building Maintenance need the policy be rigid and thorough while many corporate teams would like to quickly reference for information purposes. Managers not used to be asked for feedback and so for me this was a good opportunity to establish this as part of our working relationship
	Make suggestions to improve policy to HR Chief Officer Cathy Evans	Cathy has already asked me to look at this (with outside perspective, current CIPD learning and what I learned at Apple)	Present revisions to HR Chief officer Cathy Evans	September 2021	Good response to feedback that our policy could be more approachable for staff to use.

					Possibility to look at alternatives rather than re-writing policy as PCC happy to include detail that covers all areas. Revisit in Winter when there is more time to look at this as a resource.
	Develop Absence Policy toolkit for Intranet	Resources all currently available online through Intranet. Also use Acas site for support in making information digestible.	Create pack of resources suitable for both employees and managers to access. The aim to help broaden understanding and visibility of the policy at PCC	April 2022	Ongoing
Support and coach HR colleagues and managers in understanding and complying with ER policies and practices.	Create regular cadence with Managers I support to meet and specifically talk about Absence	Meetings set up with Outlook (to be on Skype for foreseeable)	Regular meetings set up	December 2020	Regular meetings organised and agreed upon by managers in all areas
	Meet with colleagues to discuss consistency and aligning of approach to absence	Meeting over Skype 10 th November	Brainstorm results of problems and solutions	November 2020	Great conversation came up with some solutions beginning with new reporting document we can all use
	Create new tracker document for absence recording and reporting to managers	None	Delivery of new tracker (gather feedback)	December 2020	Completed and launching in January
	Begin to align Building Maintenance with consistent approach with a policy reset communication	Meeting over Skype, approval from Manager	Agreement, implementation of new approach	January 2021	Agreed and starting in February

	Long term goal: Align all areas with consistent approach to absence management	Meetings over Skype, approval from Manager	Agreement, implementation of new approach	November 2021	Through this process I have learned more about the individual needs of service areas and this has given context to their approach to absence management. This has been successful to some degree with all areas, with all now following absence policy without making exceptions for staff. More challenging with corporate teams who have been more inclined to 'ringfence' cases. Feedback has been helpful in understanding where I can better support. Monthly meetings have been popular as good opportunity to raise other issues.
	Training Session: <i>LGiU - Managing Conflict at Work</i>	Paid course. Online only due to pandemic restrictions	Network and learn techniques for managing conflict which can be shared with managers in my service areas.	September 2021	Session not as helpful as expected with more focus on networking. Some interesting discussions with other participants on dealing with conflict over email. If approaching a session like this again, would come with scenarios ready to discuss.
Behaviour: Decisive Thinker					
Gathering relevant information from	Request feedback from managers I support on my use of information to make decisions	In monthly catch ups around Absence	Identify weaknesses in decisions that can't be supported	March 2021	Feedback has been largely positive which I expected as managers are not keen to give criticism – when pushed, some felt that I could

multiple sources, analyse and critique it before making decisions.					have involved them more in decision making. They would like to understand the rationale and the logic behind decisions to enable them to take over if needed. In applying this, I will look to be clearer with managers and employees as to why I have reached any given outcome.
	Find experiences to expose myself to decision making	Meet with line manager to discuss experiences – Microsoft Teams	Create experiences which I can work on to develop decision making skills while supporting my job role	May 2021	Challenging within the scope of my role to find these experiences. Jo has suggested that there is opportunity to get a grip on the probation process – decision making has often been ignored in the process. Will look at the probation process to see where we can add fairness and clarity for staff on why decisions are made.
	Read through latest CIPD People Profession Survey results – what are the relevant HR areas I should be gathering information on?	https://www.cipd.co.uk/Images/people-profession-uk-ireland-2021-report-1_tcm18-102392.pdf	Identify suitable areas for research	October 2021	Big emphasis on mental health and flexible working support. Also performance management coming back into focus as 2021 has been about returning to normality. These two topics will provide some useful starting points for employee engagement assignment (CIPD Level 5) and the probation work I have agreed to look into.
	Working on probation – supporting managers to arrive to fair outcome	Online, office resources.	Understand process as it stands to find solutions for a fairer, more thorough probation process	November 2021	Learned that current process is inefficient. Many managers not considering probation at all so staff pass probation with no review and no recognition when they do.

					Reviewed policy on probation management at PCC and found that this process should have much clearer stages and support from leaders. Have created supporting tools to track probation and collect feedback from leaders where required – considering performance and personal or extenuating circumstances. Involving myself at an early stage to introduce process and ensure the whole picture is formed before decision made.
	Work with Recruitment manager on understanding external impacts	Meet with new recruitment manager – in person County Hall	Understand external impacts currently affecting recruitment process. Discuss how this alongside my previous research could generate future changes in recruitment practice.	Jan 2022	Helpful to discuss the 'great resignation' and the difficulties in current market. The research I have conducted into use of social media advertising and using alternative platforms for recruiting social workers. Upcoming change is directly influenced by these factors which is evidenced in accompanying reporting. Helpful for me to see the thinking process through an area I have worked closely with. Would like to do similar with other HR and non-HR change processes at PCC.
Compare and contrasts situations and information,	Request feedback on how I have presented data and analysis	Request from line manager for data presented in last few months	Develop clear next steps from feedback	Jan 2021	Feedback that I rely too much on previous experience to determine action to take. Reminded that resources are available for me and I should use them if I don't have the experience.

identifying patterns and trends which inform subsequent decisions					Encouraged to analyse trends within the teams for absence. Is there more I could be doing to prevent sickness absence rather than firefighting. Must look at data beyond surface quantities and ask why.
	Ongoing - Start to get in the habit of using justification for decision making – not just base on experience	None	Less pushback for decisions made	July 2021	Through more thorough analysis my decisions are better but also better informed. I feel more confident suggesting courses of action to take with managing teams as my knowledge of what is happening with their team has increased. I will continue to analyse data more regularly as there are benefits beyond decision-making and in making myself more credible.
Behaviour: Skilled Influencer					
Take steps to understand and consider the diverse opinions of involved parties ahead of a	Meet with Manager to discuss viable options for experiences which will help me reach this goal	Line Manager Jo Pugh Davies to meet with me 14 th November 2020	To come away from the meeting with clear next steps to get closer to developing his knowledge	14 th November 2020	This meeting was postponed to 4 th of December but was helpful in identifying people I can approach for information and set up meetings with – this will be better to approach in early 2020 as Financial team are busy/starting holidays in December

proposal.	RESEARCH REPORT : Using the head and heart at work: a business case for soft skills	https://docplayer.net/46765623-Using-the-head-and-heart-at-work-a-business-case-for-soft-skills.html	Gain better understanding of how to approach these situations	Feb 2021	While I have understood that I align closely with the use of competencies and personality based management, I can see that I have an opportunity to see others perspective rather than blindly appealing to stakeholders with a one-size approach. This is challenging within PCC as competencies and inspiration are often deemed less important than data. My aim should be to balance both for context and appealing to heads and hearts. I will set this as long term goal.
	Long term goal – Balance quantitative evidence with opinion based qualitative data to influence decisions.	Apply to work based projects. Speak with Line Manager as a development opportunity	Learn how to gather this evidence and use effectively to gather range of opinion	September 2021	I now have a good understanding of how to source this information and have built courage to use it in presenting ideas. All experience has been small scale so far. I would like to apply what I've learned within the work associated with a CIPD level 5 module.
	Applying these skills to work on social services employee engagement work.	HR analytics from SAP and iTrent. Use of questionnaire. Support from manager in aligning approach.	Reinforce learned skill to balance evidence in positioning solutions.	March 2022	Evidence effectively balanced qualitative/quantitative data although I feel that interpretation was still required to make my case for causes of low engagement. Some push back from stakeholders on indicators of engagement – high absence could be indicative of low engagement but could also be coincidental. Will look to apply skills again in future and take feedback that leaps of interpretation should be

					backed up whenever possible. Helpful to have second set of eyes on my findings so that I can cater for different opinions than my own.
Learn to address potential and anticipated reactions and resistance by using a flexible communication and influencing approach.	Take influencing skills questionnaire	https://www.mindtools.com/pages/article/newstools2/influencing-skills-quiz.htm	Discover Influencing style	April 2021	Result from survey: <i>You are able to adapt the way that you influence others, but there is plenty of room for improvement. Perhaps you need to work on how you use facts and figures to produce a convincing argument, or you may have trouble debating and thinking on your feet.</i> I think this stems from my Art Theory background – much more focus on theoretical or emotional rather than facts and figures. Will look at more evidence based practice for future reference as this will help my influencing.
	Review: Harvard Business Review article	https://hbr.org/2012/01/whats-your-influencing-style	Discover Influencing style	April 2021	Identified the below styles as ones I identify with: <i>Bridging: Do you attempt to influence outcomes by uniting or connecting with others? Do you rely on reciprocity, engaging superior support, consultation, building coalitions, and using personal relationships to get people to agree with your position?</i> <i>Inspiring: Do you encourage others toward your position by</i>

					<i>communicating a sense of shared mission and exciting possibility? Do you use inspirational appeals, stories, and metaphors to encourage a shared sense of purpose?</i> Connecting on emotional level has been beneficial in the past but I can see that this is not suitable for all situations. This has been helpful for me to recognise in myself as both a strength to play to and an opportunity to develop alternative influencing styles to enable me to adapt.
	Interview peer who is good at influencing – Kerry Cox	Meet in person or Skype	Discover what works for her.	July 2021	Influences others by building connections with individuals. This has been beneficial in good outcomes in the short term but can confuse personal and business relationships. As personal relationship develops, harder to get your own way.
	Interview peer who is good at influencing – Rebecca Noyce	Meet in person or Skype	Discover what works for her.	October 2021	Assertive style. Reliant on policy and procedure to influence decisions and change. She is aware that this makes her effective at getting the desired result but can mean that she is sidestepped by departments who don't want to get a negative response.
New Profession Map					
Core Knowledge: Evidence Based Practice					

The four types of evidence used in decision-making, and how to identify and acquire sources of evidence	Review CIPD factsheet - Evidence-based practice for effective decision-making	https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet#_ga=2.224486746.1105077931.1647766960-247716526.1647446588	Identify four types of evidence to plan further learning	March 2022	Evidence comes from literature, data, experts within HR/management and the stakeholders affected. Organisational and stakeholder data I have been able to acquire but I wish to expand my ability to utilise colleagues and supportive literature to analyse results.
	Meet with Manager to discuss evidence based practice and practitioners within PCC who could be supportive	Meet on Teams or in person	Understand PCC approach to evidence based practice. Look for practitioners within HR who could be helpful in forming evidence based decisions.	April 2022	
	Further reading: <i>BARENDT, E. and ROUSSEAU, D. (2018) Evidence-based management: how to use evidence to make better organizational decisions. Kogan Page: London</i>	Book could be made available through work – speak to Cathy Evans	Learn of further literature sources which could support evidence based work	June 2022	
Measures and metrics that can be used to track the achievement of outcomes and the impact of your work	Review report: People analytics: driving business performance with people data	https://www.cipd.co.uk/knowledge/strategy/analytics/people-data-driving-performance	Learn how others have reviewed performance data to measure effectiveness of initiatives	June 2022	

	Further reading: <i>BARENDT, E. and ROUSSEAU, D. (2018) Evidence-based management: how to use evidence to make better organizational decisions. Kogan Page: London</i>	Book could be made available through work – speak to Cathy Evans	Look at further methods for monitoring effectiveness of change within PCC	June 2022	
	Monitor recent initiatives in HR change (Admin Hub teams) and Employee Engagement work in Social Services	Use of data software, further anecdotal evidence from stakeholders	Apply learning for measurement of success to these initiatives. Report back to managers.	Ongoing – September 2022 review	
Core Knowledge: Culture and Behaviour					
How people practices impact on behaviour, culture, systems and structures	Meet with Chief HR Officer to discuss current behaviour standards	Meet on Team or in person	To understand how behaviour standards have impacted the council since their introduction.	April 2022	
	Review report: <i>Our minds at work: the behavioural science of HR</i>	https://www.cipd.co.uk/knowledge/culture/behaviour/hr-report#_ga=2.229819740.1105077931.1647766960-247716526.1647446588	Understand methods for applying HR practice to influence organisational behaviour.	May 2022	

How to develop team relationships and ways of working together to enable performance	Review report: <i>Cultivating trustworthy leaders</i>	https://www.cipd.co.uk/knowledge/strategy/leadership/trustworthy-leaders-report#_ga=2.133867982.1105077931.1647766960-247716526.1647446588	Understand approaches by others took to develop relationships with managers to promote performance.	May 2022	
	Listen to podcast: <i>The importance of creating and sustaining a sense of shared purpose within organisations</i>	https://www.cipd.co.uk/podcasts/creating-sustaining-shared-purpose-organisations#_ga=2.196135020.1105077931.1647766960-247716526.1647446588	Understand how teams approach working together and isolate methods which could apply to PCC	May 2022	
Core Behaviour: Professional courage and influence					
Consider potential reactions and resistance to inform how and when you communicate your ideas	Review report: <i>Have your say: alternative forms of workplace voice</i>	https://www.cipd.co.uk/knowledge/work/future-voice/alternative-workplace-voice#_ga=2.158589434.1105077931.1647766960-247716526.1647446588	Understand different approaches to being heard for different audiences	April 2022	
	Meet with my line manager to arrange experiences which will enable me to communicate in different ways	On Teams or in person	Help formulate ideas for me to try different communication styles.	Mar 2022 (ongoing performance management)	Have arranged for me to deliver training to Finance team on a range of HR topics as an experience.

					Due to complexity of the council I can see this being beneficial in learning the culture of different services and the best way to communicate to each team.
	Deliver HR training to Finance management team	On Teams starting 07/04/22	Gather feedback from Senior Finance managers on effectiveness of my communication – reflect and discuss with my line manager	April 2022	
Recognise and take responsibility for your mistakes and contribute to putting things right	Review report: <i>Power dynamics in work and employment relationships</i>	https://www.cipd.co.uk/knowledge/work/job-quality-value-creation/power-employee-influence#_ga=2.126536909.1105077931.1647766960-247716526.1647446588	Understand how others have sought self improvement – seek further resources	April 2022	
	Seek feedback from colleagues on a regular basis	Relies on regular contact with team – preferably face to face as we move to hybrid working	Clarify with colleagues that I am open to feedback for personal development	Ongoing from March 2022	
Core Behaviour: Situational decision-making					
Adapt your approach and choices in light of new information or changing circumstances	Complete Course Part 1: <i>Getting started with Situational Decision-Making</i>	https://learninghub.cipd.org/d2l/home/6670	Have overview of course and help prioritise further parts	April 2022	

Understand how your choices and actions impact on wider performance	Listen to podcast: <i>Critical thinking</i>	https://www.cipd.co.uk/podcasts/critical-thinking#gref	Learn new problem solving approaches and start to understand how to approach this skill	April 2022	

