

Qualification: CIPD Diploma in Applied Human Resources

Module Name: 5KIOP Understanding the link between
Individual and Organisational Performance

On the Job Training

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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: *C. A. Evans*

Date: 1st September 2021

1.

I met remotely with my Line Manager to discuss our current performance management and whether any changes or improvements are required.

Within Dyfed Powys, we use a traditional performance management system called the DAP process (Development and Assessment profile). Our organisation objective is set by the Chief Constable at the start of the year and departmental objectives set by the Head of HR, with personal objectives chosen by the employee. The result of the organisational goals being tied to our departmental and personal objectives boosts employee engagement as was shown in research carried out by both (Gallup, 2016) and (Deloitte, 2015).

Due to the recent pandemic changes have been made to our performance management with increased understanding of employees' family and financial concerns. Our objectives have become more agile and collaborative as business needs changed rapidly. Increased numbers of employees reported as suffering from stress and research carried out by SHRM highlights more than 40% of employees feeling burned out. (McKinsey, 2020). Our completion dates have been extended to allow employees increased timescales to reach their objectives, therefore, avoiding unnecessary stress. Remote working has become the normal way of working at many organisations during the pandemic with over 46.6% of the UK workforce working from home in April 2020 (86% due to the pandemic). (ONS, 2020) Since we started remote working, we have introduced daily check-ins with Line Managers and encouraged increased team meetings. We also share any good news stories and successes at these meetings which can help to raise morale with the team working remotely. We have started having regular 1:1 meetings where informal discussions take place around performance. The research highlighted by (Clear View, 2019) showed that regular meetings to discuss priorities and objectives are encouraging improved employee engagement even though teams are currently away from the workplace. We have been able to amend our objectives during Covid as the pandemic highlighted that the goals previously set were now not as relevant as projects and priorities changed.

Guidance needs to be provided to Line Managers to ensure that they reflect on their management style and that they carry out regular feedback sessions to instil a permanent feedback culture and to ensure that employees remain engaged and productive whilst working remotely. (CIPD, 2020) Ongoing feedback on employee's growth, progress and development is essential – (McKinsey, 2019) compares employee's managing their work expectations with feedback to people relying on Google Maps to manage their travel expectations.

The DAP is used for our promotion processes and performance is assessed during the selection stage. We need to ensure, that our Managers and employees are focused on the future, even in times of uncertainty. Reassurance needs to be given to ensure that employees are aware that their long-term growth hasn't been forgotten and that even though processes may have been halted due to Covid, that their success will be rewarded. The role of the DAP in the promotion process could be developed as an online training course provided to all Line Managers and we are going to investigate this further.

We have also discussed performance management being included as part of the induction process to ensure that new employees have the information needed to perform effectively in their roles. (CIPD, 2020)

I have been tasked to obtain data on employees currently on performance plans and to establish if the number has increased or decreased during the pandemic, and make recommendations following analysis of the data.

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3.

During our meeting, we also discussed my development needs concerning the performance and management process based on the 2013 CIPD Profession map.

I have expressed an interest in becoming involved in the job evaluation process and will be attending the next JE training course to allow me to assist the workforce planning team as they currently carry out all job evaluations.

We also discussed the performance management system which was developed by our Employee Relations lead. I met with the ER lead during my assignment to get a greater insight into the process as I was only aware of the system from an employee perspective. Following the meeting, I now feel better equipped to advise on the performance management process. We have arranged a meeting in October to brainstorm ideas for Line Manager training and the DAP (Development and Assessment Profile) as many of our employees see it as a tick box exercise and many completing it for purposes of promotion. We need to develop the understanding and importance of our DAP to allow Managers to feed down to the employees. I would like to develop my training skills and hope to be an integral part of the delivery team.

I am also going to be involved in the delivery of training on the appraisals and feel that the information already gained from the assignment on the delivery of appraisals will be of benefit.

I have been tasked to set up a meeting with our payroll lead to increase my knowledge of the employee benefits in Dyfed Powys Police, and how I can include these in our recruitment adverts to attract and retain talent. I will benchmark against other police forces in Wales and compare our recruitment adverts and social media posts to improve our attraction rates which have dropped steadily throughout the pandemic.

Working collaboratively with Workforce Planning, Employee Relations and Payroll will help me to understand all of the areas of performance management and also allow me to assist the other departments.