

DPP Activity 6

Development plan

NAME:	Victoria Evans	MEMBERSHIP NUMBER:	48734057
COVERING THE PERIOD FROM:	November 2019	TO:	May 2021

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

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
Take on more strategic activities in my role	Identify something that could be improved in my organisation, come up with a solution and present to others.	Utilise resources such as CIPD website, Personnel today magazine, Harvard Business Review to look at what other organisations are doing, and link to mine. Get support from manager and colleagues with ideas, ti support when buy-in is required from the rest of the organisation. Also utilise peers for feedback and constructive advice.	Seeing a successful change in an area of the organisation, even if it is a small change.	Review in Spring 2020. Completion by September 2020.
Learn more about organisational structure, particularly after the recent merger. Learn about what has changed and why.	Be involved in discussions with HR Teams in other divisions (i.e. Italy) and learn about their structure, and what could/will be adopted within the organisation in the coming months.	Work with managers to define change and why it needs to happen. Learn from them as to how teams are designed to perform and get results, also learn from when 'things go wrong'.	Monitor an underperforming team and work with the manager to make improvements and support with advice.	Select team in first instance – review progress in Summer 2020. Complete by November 2020.
Improve project management skills	Spend some time shadowing someone confident in project management to understand the	Identify a confident project manager and ask for mentoring on the subject. Possibly ask to shadow on	Look to manage a project utilising new knowledge and identify if there are any changes between	Review knowledge through shadowing by May 2020. Take on new project by June 2020 and

	principles and practice. Also understand specific approach to projects taken in my organisation.	an upcoming project if appropriate or available.	new knowledge and how I would have managed a project previously.	manage using new knowledge. Review progress by September 2020 and finish project by November 2020.
Learn new ways of analysing data and making decisions.	Identify new analytical or decision-making tools and techniques.		When I am making my next challenging decision, I will use new techniques to evaluate the positives and negatives and decide if I would use them in future.	Target date will depend on when I use the tools in making a decision (could be at any time) but will aim to learn new techniques by March 2020.
Develop people management skills.	Line manage an individual within my team as a direct report.	I have not line managed an individual previously, so would need support to effectively develop my skills. This could be learning from my own line manager, studying line management practices and developing my own style of management drawing on experience.	Effectively managing an individual through objective setting, mentoring and some elements of coaching practices.	December 2020
Support with a change process, for example TUPE change	Support in a lead role within a change process in my organisation, taking responsibility for as many elements of the process as possible.	Draw on change management module studied in CIPD study, whilst learning from other colleagues who have been through a change process such as TUPE and following any organisational guidance as appropriate.	Seeing a change process through from 'start to finish' and ensuring I ask for feedback throughout the process from key stakeholders involved, i.e. my manager, Ops, employees etc.	April 2021 – as this is when the latest TUPE process is due to be finalised within my organisation.
Be involved in changes to Policy and Procedure, utilising employment law knowledge and best practice principles.	Identify any policies or procedures within my organisation that need updating, changing or formatting from scratch.	Draw on employment law study and updates to legislation (attend employment law updates, check CIPD or People Management magazine for upcoming changes) to ensure I am aware of current legislation to support best practice.	Having policy and/or procedure approved by senior management and adopted within the business.	May 2021 – by the end of my CIPD study.

Development record

NAME:	Victoria Lauren Evans	MEMBERSHIP NUMBER:	48734057
COVERING THE PERIOD FROM:	November 2019	TO:	May 2021

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Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this? Any further action?
September 2020	Take on more strategic activities in my role	I would like to develop my wider business knowledge to support my own role.	That having an appreciation of strategic practices and plans for the business can support my role within HR, as many practices link together, particularly when the business is going through change or growth.	I will utilise these skills to develop further in my career, as strengthening my strategic skills (and not just operational skills) will support me to confidently address business issues and offer solutions in future.
November 2020	Learn more about organisational structure, particularly after the recent merger. Learn about what has changed and why.	This is something I have no previous experience in so feel it would help my development.	Change can be difficult to implement, and culturally, a lot of work has to be done to ensure buy in and successful implementation of any change. A merger not only includes change but also cultural impacts, organisational changes to teams or locations and uncertainty.	Again, this development opportunity can support me to grow within my HR career, as having experience with organisational structure and agility can be helpful particularly in a post COVID world, where businesses have to adapt and be more agile
May/June 2020 September 2020	Improve project management skills	I wanted to improve my project management skills as even though I	Projects can be much more easily managed by using robust project	I have not learnt or developed skills of effective project management yet,

November 2020		have been involved in projects before, I have never followed a formal procedure.	management skills, using tools such as gantt charts, project management software and also developing skills through qualifications such as prince.	but this is something I will look to pick back up in future to support my own skills.
December 2020	People Management	I have not line managed an individual as a direct report before so feel this is something I would like to develop.	I am still learning as this is my first step into people management. I would say that drawing on experience of good and bad line management helps to support my own style, and how I would manage others. I have drawn on this a lot, as well as studying best practice principles.	I will continue to develop my skills and ensure my direct report is supported as much as possible, via clear objectives and expectations. I am also planning on being coached to improve my line management skills as this will allow me to learn and develop appropriately.
March 2020	Learn new ways of analysing data and making decisions.	As my role is very data driven, I feel using additional ways of analysing data could support my decisions within work, and also help to improve accuracy of any data I use.	Having accurate and reliable data is vital in any organisation, especially for my own role as I have to present to senior management and support my own decisions by having robust data.	I have analysed and used data for many years, but have now formalised this by utilising systems such as people HR to input data and use reports from the system so I know they are reliable, rather than manual data on spreadsheets for example.
April 2021	Support with a change process, for example TUPE change	Even though I have been exposed and been involved in change management and change processes previously, it would be great experience to lead on a change process such as TUPE.	Being able to support and be resilient in change within an organisation is a very important skill within HR, as we need to drive change and ensure it is effective.	Seeing a TUPE change through from start to finish taught me a lot of new skills of managing workload, engaging with stakeholders and ensuring employees receive a good service. I feel I would need to be involved in another change process to be confident in leading a process again, as there is still a lot to improve on I feel from a personal perspective, for example time management, ensuring deadlines are met and having the correct procedures in place.
May 2021	Be involved in changes to Policy and Procedure, utilising employment law knowledge and best practice principles.	I identified many policies and procedures that could be updated in my organisation, which would support better and more consistent processes to be followed.	I learnt that policies and procedures should be regularly updated to be compliant. Changing any policy and procedure needs to be agreed by the organisation so it is fit for purpose.	I will use these skills in future as there is a consistent need for policies to be updates and procedures to be improved. I feel this will be a skill I will use regularly throughout my career.

Reflective summary

Reflecting on practices is a vital part of learning and supports Continuous Professional Development (CPD). Reflective practice can be defined as “the foundation of professional development” as it takes experiences and ensures this is transformed or equates into growth and positive impact for organisations. It also challenges us to listen to ourselves and change our outlook. (Owen and Fletcher, 2013)

It can be said that CPD is underpinned by reflective practice, and this helps to ensure development and growth within activities can be formalised with robust outcomes. Schon (1983) wrote that “reflection in action distinguishes the truly outstanding individual” which supports the argument that by reflecting on individual learning can ensure success.

The 5 R's of reflection (Bain et Al., 2002) are a framework for reflection, that includes the following steps:

- Reporting – what and who was involved
- Responding – what worked well, how do I know it worked well, how did I feel and how did I respond
- Reasoning – what happened and what is the basis for this
- Relating – what knowledge is relevant and how does this connect with other experiences that I have had, in both a personal and professional capacity
- Reconstructing – what can I conclude, and would I do anything differently next time? What has this taught me about myself, and how can I use this to further develop myself.

I utilised a similar approach when reviewing my original development plan, which I have captured in the above development record. I looked at what I had done, whether it worked (or not), the basis for this, how could I connect the activity to previous experience (if any) and then look to reflect on how I felt I had achieved this practice, or how I would look to achieve the activity if I hadn't managed to achieve it. I feel that by looking back (reflecting) on the activities I had managed to develop in over the course of the last 18 months, it has shown that I have grown within my profession both personally and professionally. I feel I have achieved most things that I set out to achieve originally, but also have learned to slow down and reflect on my development more often which supports my growth.

Gibbs' reflective cycle (1988) is another model I used to look at my own reflective practices and how I can develop my future development through reflection. The model is similar to the above 5 step model but uses a cycle of description (what happened), feelings, evaluation, analysis, conclusion and action plan. From reviewing my above development plans I feel that I have identified each part of the cycle, with, in my opinion, the most important part being the action plan column which equips me with the steps I now need to take to ensure my future development is robust and meaningful.

In terms of my future, I hope to continue to develop myself within HR by underpinning my professional practice with more study. I am planning on continuing on to study the Level 7 postgraduate programme, which I am excited to commence. COVID-19 has been a difficult period to juggle work, study and personal commitments and having remote study has been a struggle on occasions. However, I am happy that I have achieved what I have in the circumstances and look forward to the new challenge that the next step of the programme brings. I also keep a daily journal as part of my own personal reflective practice, which supports me both personally and professionally.

References

Bain, J.D., Ballantyne, R., Mills, C., & Lester, N.C. . 2002. Reflecting on practice: Student teachers' perspectives. Flaxton: Post Pressed

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Schon, D. (1983) *The Reflective Practitioner*. Jossey Bass, San Francisco