

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources.

[Title of Assessment] Assignment 2 Activity 1

Word Count: 344

Student Name: Lauren Davies

Student Number: 1810243

CIPD Membership Number:

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: L. Davies

Date: 02/12/2018

Document 1-

Document 1 is the program of study which was given to us on by the University of Wales Trinity Saint David. This booklet explains to us about the university and how things work. It gives us an idea of what we will be modules we will be studying and the duration of our course. It also explains the aim of the courses units. The booklet also explains about CIPD membership and how we apply. Also in the booklet there is a section on the universities policies such as attendance and plagiarism. In the booklet we can find out about the student services and the support they can provide.

Document 2-

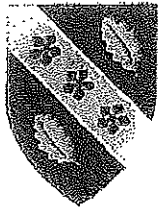
Document 2 is the regulated qualifications framework booklet. This booklet is all about the modules we will be learning about over the 2 years we will be studying. It gives us an over view of how many hours guided learning we should be doing and brakes down the learning outcomes. The booklet also shows who the unit is suitable for, for example Understanding the contemporary human resource function module is suitable for someone who seeks to develop a career in HR management and is already working in the field of HR.

Document 3-

Document 3 is a managing you're learning document and explains to us that the course is a 90 credit qualification and also explains what the recommended guided learning hours are.

Document 4-

Document 4 is a leaflet which we had given to us after we had shown an interest in joining the course. This leaflet gives a basic overview of the course and the benefits gained by earning this qualification.



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

PROGRAMME OF STUDY HANDBOOK

CIPD Level 5 Diploma in Applied Human Resources

THE BUSINESS SCHOOL

2017-2018

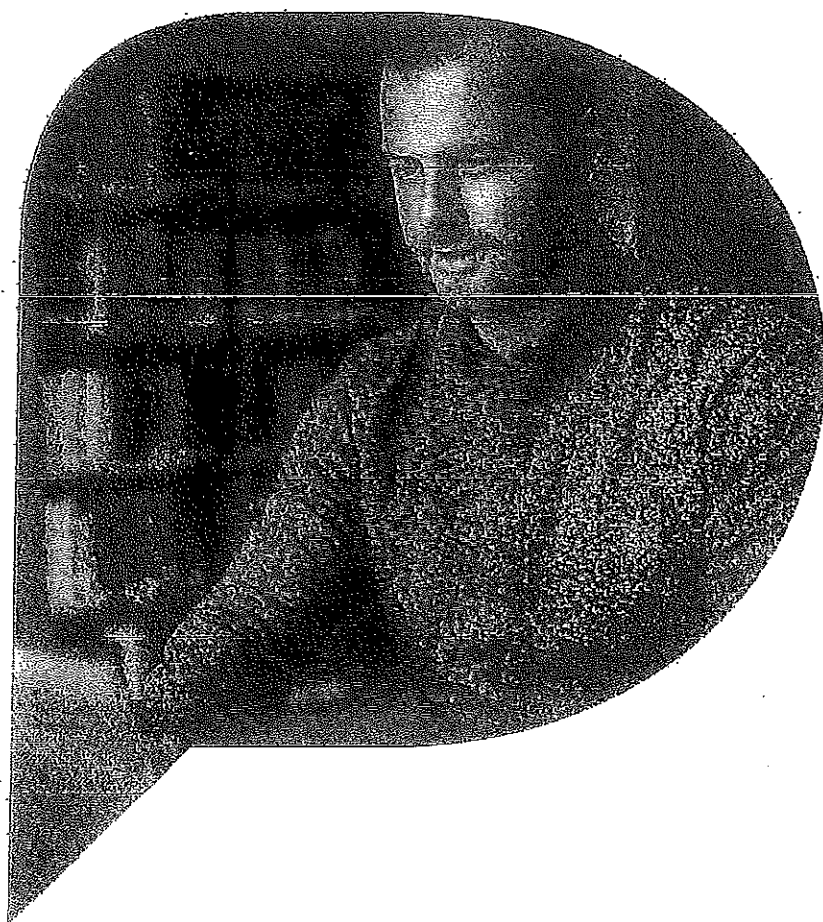
CIPD

*Championing better
work and working lives*

Level 5 Diploma Specification Applied Human Resources

Regulated Qualifications Framework (RQF)

January 2018



CIPD Diploma in Applied Human Resources

Managing your Learning

The CIPD Diploma in Applied Human Resources is a 90 credit qualification with a Total Qualification Time (TQT) of 900 hours. The TQT is the number of hours it is estimated that a candidate will take to complete a qualification from start to finish and includes guided learning hours, self-study, preparation and assessment (CIPD, 2017).

Guided learning hours includes off and on the job learning.

Off-the-job learning is characterised by formal or planned taught sessions (workshops) delivered by qualified training staff plus specified activities in your learning plan;

On-the-job learning hours are those which enable the apprentice to demonstrate practical job-related skills and to practice and apply these in the context of the job. This type of learning will take place in the workplace and is also specified in your learning plan.

(Welsh Government, 2017)

Self-study (also referred to as self-directed learning in CIPD documentation) – this is additional reading/other learning as chosen by you, to expand your knowledge and enable you to complete the assessments. Reading lists are provided for each module to help you with this.

The table below shows how each module is structured in terms of credits, guided learning hours and self-directed learning.

Module	Credits	Guided Learning Hours	Self-directed Learning
Using a Research Approach in Human Resources	4	20	20
Developing Professional Practice in Human Resources	8	40	40
Understanding the Contemporary HR Function	4	20	20
Understanding the Business Context of HR	4	20	20
Understanding Employment Law	6	30	30
Understanding the Management of Employment Relations	4	20	20
Understanding the Link between Individual and Organisational Performance	4	20	20

Contributing to Improving Organisational Performance	8	40	40
Understanding Employee Engagement	4	20	20
Contributing to Employee Engagement in the Organisation	8	40	40
Understanding the Management of Change	4	20	20
Contributing to the Management of Change	8	40	40
Understanding Coaching and Mentoring in the Organisation	4	20	20
Contributing to Coaching and Mentoring in the Organisation	8	40	40
Understanding Resourcing and Talent Planning	4	20	20
Contributing to Resourcing and Talent Planning in the Organisation	8	40	40
Totals	90 credits	450 hours	450 hours

How to manage your learning:

The above means that you will need to manage your learning as follows:

1. Attend the monthly workshops which form part of the guided learning hours.
2. Complete activities in your learning plan (2-3 hours per week) which also form part of the guided learning hours.
3. Read and prepare for your assessments (an additional 5-6 hours per week).

The Business School

12th September 2018

CIPD Level 5 Diploma in Applied Human Resources

OVERVIEW

This Diploma in Human Resource Management is perfect for you if you're seeking to develop your career in HR management, or if you want to expand your knowledge and formalise your expertise.

With support from your CIPD tutor, you'll learn to use and evaluate a variety of HR models and practices, understand the external factors that impact HR activities and organisations, and understand how the varied functions of HR are co-ordinated.

BENEFITS

Valued by employers

CIPD qualifications help you to develop vocational understanding and technical knowledge that employers require from their Human Resource staff. They demonstrate that you've achieved a certain level of knowledge in HR.

Relevant and practical

Develop your Human Resource knowledge with the benefit of knowing that everything you learn can be applied back in the workplace with immediate effect.

Enhance your professional credibility

The Level 5 Diploma in Applied Human Resources provides you with eligibility for Associate membership of CIPD, which recognises your professionalism in the workplace.

Funding for this programme

There are opportunities for this programme to be fully Funded by the Welsh Government please contact us for further information. Eligibility criteria apply.

Interested?

If yes contact Coleg Sir Gâr immediately, as you may be eligible to study this qualification *for free*:

Admissions Unit

☎ 01554 748179

✉ admissions@colegsirgar.ac.uk



 Prifysgol Cymru
Y Ddrudod Dewi Sant
University of Wales
Trinity Saint David

 colegsirgâr

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources.

[Title of Assessment]Assignment 2 Activity 2

Word Count: 1106

Student Name: Lauren Davies

Student Number:1810243

CIPD Membership Number:

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Signed: L. Davies

Date: 21/11/2018

The CIPD Profession map is made up of ten areas of HR, two areas which are defined as the core areas. There are also eight behaviours on the map that HR professionals need to have to demonstrate excellent HR services. There are also four bands that HR employees can follow to progress in their careers, an example could be someone at the start of their career in HR as an administrator as a band 1 and a HR director at a band 4 on the map.

The CIPD states that 'The core of the profession map is the foundation of great HR capability regardless of role, location or stage of career' (CIPD, 2018)

The core areas on the CIPD profession map are leading HR, insights, strategy and solutions. A band 1 on the CIPD map would know the organisational purpose, the key products/service and customers and would support colleagues with administration duties. A band 2 would advise on and/or HR related issues relating to an individual or team and would have a clear understanding of the process. A band 3 would lead a professional area acting as a consultant or partner addressing the key HR issues. A Band 4 would know the organisations current and evolving vision and its purpose and strategic requirements. They would lead and manage a professional area within the organisation and would be responsible for delivering and developing HR strategies and would confidently advice and challenge senior leaders and would continually seek and act on feedback and coaching opportunities to improve as a professional and business leader. (CIPD,2018)

This section of the core areas is about leading yourself and leading your team and about knowing where the business is going. The CIPD talks about how 'Great professionals are active, insight-leaders, owning, shaping and driving, not just observing or facilitating. Good leaders develop across 3 main areas of leadership, personal leadership, leading others and leading issues. (CIPD 2018)

A good leader would act as a role model, maximising the contribution to HR, support and develop across the organisation. (CIPD 2018) A band 1 would keep in mind the organisations issues and priorities in all activities. They would provide advice confidently based on the understanding of the organisations policy.

There are eight professional areas according to the CIPD professions map. The professional areas describe what you need to do and what you need to know. The professional areas are as followed:-

- Organisation Design- The organisation is designed to deliver the organisational objectives.
- Organisational development- Is about ensuring that the organisation has a fully committed workforce willing to work. It also ensures that the organisational values are supported.
- Learning and development- This ensures that everyone that is working in the organisation can develop the relevant skills and knowledge that they need to perform.
- Performance and reward- This section looks at recognising and rewarding members of the organisation.
- Employee engagement- This element makes sure that an individuals experience in the organisation is a positive experience.
- Employee relations- This ensures that the relationship between the organisation and its staff is managed appropriately.
- Service delivery and information- This ensures that all the data within the organisation is managed correctly.

(CIPD 2018, Profession map)

There are eight behaviours on the CIPD map. The behaviours define how a HR professional is meant to carry out activities. There are positives and negatives to the behaviours.

- Curious
- Decisive thinker
- Skilled influencer
- Personally credible
- Collaborative
- Driven to deliver
- Courage to challenge
- Role model

In order to be a good HR Professional you need to have the 3 key elements which are someone who is Business savvy. The CIPD refers to being business savvy as one of the most important attributes of effective HR. Being Business savvy is important for HR professions as it helps to enhance our credibility among other managers in our organisation. (Taylor & Woodhams, 2nd Edition)

According to CIPD research (CIPD 2012) there are four elements to being 'Business Savvy' these link up with the behaviours of the CIPD map.

- Understanding the business model in depth- Knowing where the value is within the organisation.
- Generating insight through evidence and data- Having the confidence to ask questions and seek information.
- Connecting with curiosity, purpose and impact-Showing an interest in the improvement of the organisation.
- Leading with integrity-Retaining strong relationships with stakeholders and peers.

The thinking performer concept sits at the heart of the professional practice and is promoted in the work place and by the CIPD. The thinking performer is the person who performs operationally but who thinks about what they are doing. Thinking performers contribute to organisational purposes, are diplomatically challenged, have continuous contact with customers and look both inside and outside the organisation for new ideas. (Studying human resources management, Taylor & Woodhams, 2nd edition) A HR professional would need to be a Thinking Performer as they would be consciously contributing to the organisations purposes and would have constant contact networking with customers. A thinking performer is someone who not only performs operationally but thinks about what they are doing. They contribute to the organisation and are diplomatically challenged.

(Taylor & Woodhams, Studying Human resource management, 2nd edition)

A Good HR Professional would need to add value to the business. A key difference between traditional personnel management and contemporary management can be summed up as adding value. HR Professionals can add value by

- Delivering business objectives
- Providing an excellent administrative service

- Acting as a champion for effective people management. (Studying human resource management, Taylor and woodhams, 2nd addition)

Another way of adding value to an organisation would be looking at the following four categories:-

- Maintenance activities- Keeping the show on the road.
- Crisis prevention activities- Making sure that things don't go wrong.
- Continuous improvement activities- Performing current tasks better, faster and more efficiently.
- Change management activities- Proposing, contributing, persuading and implementing change.

CIPD, CIPD 2018, The core areas. Accessed on 19/11/2018- Available at:-

<https://www.cipd.co.uk/learn/career/profession-map/core-areas>

CIPD, CIPD 2018, The Behaviours Accessed on 19/11/2018- Available at:-

<https://www.cipd.co.uk/learn/career/profession-map/behaviours>

CIPD (2018) CIPD Profession Map. Accessed on 21/11/2018 Available at:

<http://www.cipd.co.uk/cipd-hr-profession/profession-map/>.

Taylor and Woodhams (book) Studying Human resource management, 2nd edition

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources.

[Title of Assessment] Assignment 2 Activity 3

Word Count: 950

Student Name: Lauren Davies

Student Number: 1810243

CIPD Membership Number:

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: L. Davies

Date: 22/11/2018

As a medical HR department we wanted to ensure that our customers knew how to use our services and what our purpose was.

We wanted to reach as many service users as possible in a short amount of time as we wanted to implement any changes by January 2019.

As a team, we sat down and discussed what we wanted to find out and what the best way to find out would be. We decided that an online survey would be best as we could send it out via email and reach a larger audience.

With over 14 specialties and 500 doctors we needed to ensure that the survey was tailored specifically for our users only.

Myself and my manager came up with 8 questions that were specific to our department. Our goal was that we wanted our service users to understand what we do and how can we support them. We also wanted to understand if there were any ways that we could improve to ensure that we provide an excellent service. We used the 5 stages of Project Management to make sure that our goals were achievable.

When looking at the 5 Stages of Project Management Phase 1 explained to us that we needed to decide on a goal and clear outcome. Phase 2 explained to us about project planning which is key to a successful project. We set S.M.A.R.T goal which made sure that our goal was specific to what we needed to find out. Measureable so that we can achieve our goals. Attainable to make sure that we know what our most important goals are. Realistic so that our goals are easy to achieve and timely to ensure that we have enough time to achieve them. Phase 3 explained how the project can be developed and completed. Phase 4 looks at measuring the projects progression and making sure that it matches our S.M.A.R.T goals. Phase 5 explains how the project should close. At this part of the project we would need to collect all of our data back and start to analyse our results. We would then need to make sure that everything has been completed and that there are no outstanding questionnaires.

After we had come up with our questions we then looked at our target audience. We decided that we would send the survey to all service users within Hywel Dda Health Board across the 3 counties. Our mailing list ranged from service delivery managers to consultants, switchboard staff and hotel services members of staff. We wanted to capture as many opinions as we could.

Our survey went live on the 1st November and will be running until Friday 30th November. We are hoping to receive at least 30 responses by the end of November.

Since our survey has been live we have faced some problems, Service users have come to us to say that they will not be participating in the survey. As we wanted as many responses as possible we have persuaded service users to complete the survey as the end results would benefit them and make it easier for them to access our services. Another problem that we faced was IT problems as some of our junior doctors are unable to use a hospital computer they were unable to access the link to the survey via their hospital email addresses. We decided that the best way to resolve this problem would be to use paper copies of the survey that the doctors could come and collect and then complete to ensure that everyone had an opportunity to have their say.

As a team we also decided that as we can see who has and has not completed the survey that by the 25th November we would take paper copies around to the staffs that are yet to complete it. This would ensure that we reach our target number of surveys that we want to collect.

By the 30th November we hope to have collected all our surveys back that so that we can analyse the results and start to put a plan in place.

Once we have analysed our data we will start to create a leaflet where we will highlight any questions raised in the survey and will explain exactly what our purpose is. We want to make the leaflet as interesting as possible so that our service users will be able to look/read it and see exactly what they need to know.

When we faced problems during our survey we had to influence and negotiate with our service users. Yem (2008) argues that in order to successfully influence others, HR professionals must spend time thinking about their broad message and how they wish to convey it. Yem (2008) also argues that effective influencers possess the following attributes: friendliness, empowerment, vision, bargaining skills and the ability to build alliances. HR professionals must also have necessary knowledge and expertise. (Taylor & Woodhams, 2nd Edition) Taylor and Woodhams 2nd edition of *studying Human Resource Management* states that the purpose of negotiation is to reach a common understanding or viewpoint. Effective negotiation skills help professionals to resolve situations where conflict is involved. Negotiation often involves a degree of compromise on both sides. HR professionals must seek to achieve 'win-win' outcomes as often as possible.

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources.

[Title of Assessment] Assignment 2 Activity 4

Word Count: 1556

Student Name: Lauren Davies

Student Number: 1810243

CIPD Membership Number:

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Signed: L. Davies

Date: 19/11/2018

Activity 4

4.1-HR professionals often work in teams. In order to be successful, HR professionals must develop skills associated with collaborative working and conflict resolution. Team work is essential when working in a busy department as it defines how each functional area will work together. Teams can be influenced by a variety of dynamics, Power, leadership, structure and the nature of the individuals that you work with.

(Taylor & Woodhams, Studying human resource management, 2nd Addition)

Huczynski and Buchanan (2010) tell us that teams can take many forms in our organisations, including:-

Advice Teams- Review committees or quality control circles.

Action Teams- Negotiating teams.

Project Teams-planning or research teams

Production teams- Assembly teams or manufacturing cells.

Taylor and Woodhams (Studying Human Resource Management, Chapter 2) explain that HR professionals must be aware that the dynamics of group environments are affected by many factors. These are:-

- The nature of the individuals in the group
- Leadership
- The structure of the group or team
- Power and status issues
- Communication structures or processes.

Yemm (2008) indicates that effective influencers have attributes including friendliness, vision, ability to build alliances and bargaining skills.

The characteristics that make an effective team are, Defined Roles- To ensure that everyone understands what they are doing, Clear Goals- To understand the purpose and vision of the team, Positive atmosphere- to make a great place to work where everyone feels comfortable, Measurable goals- making sure that the goals are easy to reach, Good communication- everyone in the team understands what is going on.

4.2-Kurt Lewin, A social psychologist and change management expert, is credited with coining the term 'Group Dynamics' in the early 1940s. He noted that people often take on distinct roles and behaviours when working in a group. 'Group dynamics' describes the effects of these roles and behaviours in other group members and on the group as a whole. . (MindTools (no date). *Improving*

Group Dynamics: Helping Your Team Work More Effectively. [online] Available at: <https://www.mindtools.com/pages/article/improving-group-dynamics.htm>)

Group Dynamics is the study, analysis and understanding of the behaviours and psychology surrounding group's interactions.

4.3-Tuckman's Theory

Tuckman's Theory describes the stages of working as a team. There are four parts to the Theory:-

Forming- The first stage of the team development is forming, during which individuals have not gelled together yet. Everyone is finding themselves within the team.

Storming- This stage is where people begin to see themselves as part of a team. They challenge each other about how things are being done. Conflict and confrontation is developed at this stage. This could result in loss of performance or focus.

Norming- This stage is the stage where the team members come together and start to develop processes, establish rules and clarify who does what.

Performing- This is the final stage where performance is delivered through people working together.

(Taylor & Woodhams, Studying human resource management, 2nd Addition)

Belbins Team Roles

Belbin identified nine team roles and categorized them into groups.

Shaper- Shapers are the people who challenge the team to improve. The shaper is usually the person who makes sure that all possibilities are considered.

Implementer- Implementers are the people who get things done. They turn people's ideas and thoughts into practical actions and plans.

Completer- Finisher- Completer finishers are the people who see that the projects are completed thoroughly. They make sure that there have been no errors and they pay attention to the smallest detail.

Coordinator- Coordinators are the ones who take on the team leader role. They guide the team to the objective.

Team Worker- Team workers are the people who provide the support and make sure that people within the team are all working together.

Resource Investigator- Resource Investigators are innovative and curious. They explore all available options, develop contacts and negotiate on behalf of the team.

Plant- The plant is the creative innovator who comes up with new ideas and approaches.

Monitor- Evaluator- Monitor- Evaluators are the best at analyzing and evaluating other ideas that other people come up with.

Specialist- Specialists are people who have specialized knowledge that is needed that is needed to get the job done.

(Taylor & Woodhams, Studying human resource management, 2nd Addition)

4.4- Political Behaviour within an organisation can be seen as both a positive or negative thing. When people are using their power in a negative way for personal gain for example when a person just focuses on their career goals this would be seen as a negative impact on the business however if a manager is using their power to gain resources for the team this would be seen as a positive impact on the business as its helping everyone not just an individual. Human Resource departments need to be aware of who the powerful people are. HR departments need to make sure that they do not take sides when it comes to political behaviours.

The Harvard Business review (2018) talks about how there are four metaphors of organisational politics. The Weeds, the Rocks, the High Ground and the Woods.

The Weeds is about personal influence. It is about the understanding of informal networks. Identifying who the key people in the business are and what are the gaps within the business. This is seen as increasing your own influence.

The Rocks is based on the individual interactions which is due to their role within the organisation. This is to do with their authority such as their title, role or expertise. The Rocks keep the organisation steady in bad times, this leads us to take the Higher Ground.

The Higher Ground comes from the authority already in the organisation. This process follows the rules, structures, policies and procedures. The High Ground uses structures of control systems, incentives and sanctions to keep the organisation in compliance. Rules are used as a political device to challenge interest.

The woods provide cover and safety for people within the organisation or it can be a bewildering place where good ideas get lost. Some organisations can get lost in there woods. Understanding the political terrain can help executives fight dysfunctional politics.

‘Taking a particular view or position with the intention of personally gaining from that position’ (Horn,2009)

Strategic Human Resources-(no date) Team work in HR- accessed on 5th October 2018- Available at:-

<http://www.strategic-human-resource.com/human-resources-teamwork.html>

Mindtools- Group Dynamics in HR- Accessed on 5th October 2018- Available at:-

<https://www.mindtools.com/pages/article/improving-group-dynamics.htm>

Organisational Behaviours in the workplace- Journals Elsevier Accessed 15th November 2018
Available at:-

<https://www.journals.elsevier.com/organizational-behavior-and-human-decision-processes/>

(Studying human resources management, Taylor & Woodhams, 2nd edition)

Organisational Politics- The Harvard Business Review (2018)- Accessed on 18th October 2018-
Available at:-

<https://hbr.org/2017/04/the-4-types-of-organizational-politics>

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Developing Professional Practice in Human Resources.

[Title of Assessment] Assignment 2 Activity 5

Word Count: 286

Student Name: Lauren Davies

Student Number: 1810243

CIPD Membership Number:

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Signed: L. Davies

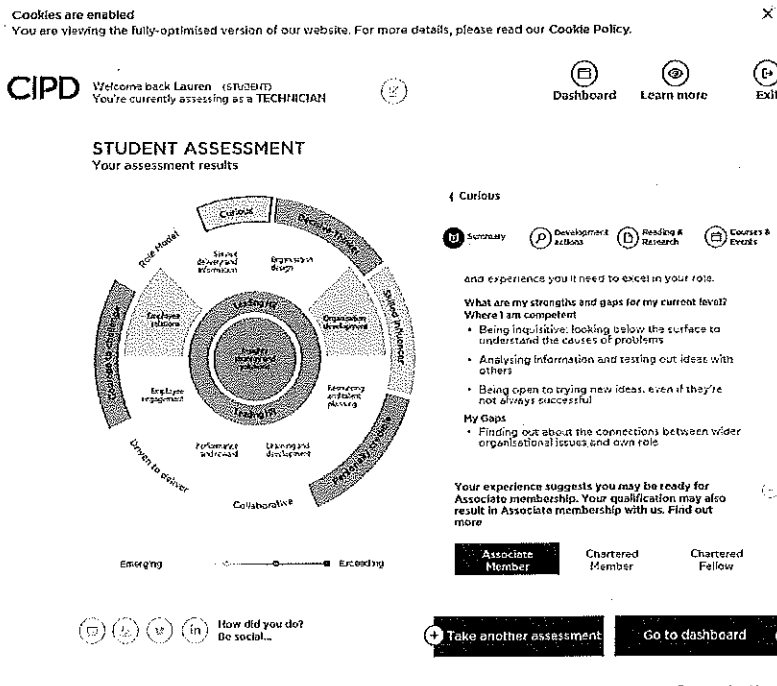
Date: 21/11/2018

Lauren Davies

Activity 5

When taking the self assessment I entered at the technician level. At this level you would focus on delivering the fundamentals of HR to the business, supporting the implementation and evaluation of HR projects. Roles at this level include frontline HR advisors, HR support managers, administrators and specialist roles such as trainers, Job evaluators and recruiters.

After completing the student assessment I had a few development actions that I need to work on.



- Discuss with your manager or a senior stakeholder the current key users for the organisation and how your role connects or impacts these.
- Attend external networking events and workshops including those organised by your local CIPD branch as well as employment law updates and learning seminars. Priorities those run for your specialism or area of interest.
- Suggest a new HR idea or process improvement within your team, taking into consideration the success of previous ideas you have recommended.

After taking the test as you can see above I have areas that I am succeeding in and areas where I can improve. I am exceeding in being a decisive thinker, personally credible and courage to challenge. I need to develop on my organisational development skills and employee relations and being curious as I need this to exceed in my role.

As I had areas that I needed to develop on I have put a plan in place with my manager to ensure that I can develop on my weaknesses. I am going to meet with key service managers within my organisation to raise my profile and for them to understand what I do. It will also be a good opportunity for me to understand the bigger picture within the organisation.

I will attend CIPD events in my area to network with people in similar job roles to myself. I have recently attended an Employment law conference to gain a better understanding of employment law within the NHS. I will also be attending an Immigration conference where I can network with different people in similar job roles.

In our next team meeting I will put forward my ideas for a new project that we will be working on. My idea to put lots of our basic information on our Health Board intranet site would be a good

process for our team as we can redirect people there instead of lots of calls and emails everyday. I will suggest to the team my idea and how them we can create it.

Development plan

NAME:	Lauren Davies		
COVERING THE PERIOD FROM:	October/November 2018	MEMBERSHIP NUMBER:	
		TO:	May 2020

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
Employment Law	Attend an employment law course	I will need the relevant paperwork to be able to attend the course.	To have a better understanding of employment law	Attended Employment Law 15 th November 2018
To complete my CIPD in order to progress in my career	Complete my CIPD in college	I will need support from my manager and family in order for me to have time to complete my assignments.	To graduate with my CIPD	MAY 2020
Attend immigration training	Attend an immigration training session to widen my knowledge on the immigration process.	Time to attend the course and the relevant documents.	TO have a better understanding of immigration for Doctors.	December 2018
Organisational development	Meet with services managers to rise my profile and get them to understand my role	I'll meet with my manager to discuss and opportunity to meet with managers	To see the bigger picture within the organisation and for managers to understand my role.	March 2019