



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

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the link between individual and organisational performance

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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: *N. Williams*

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Development needs

The CIPD profession map is designed to guide work, career planning and development (CIPD, 2018b). This will be used to help me discuss my development needs based on the training that has been undertaken.

To understand CSG's approach to performance management, I attended appraisal training for line managers which was delivered by the Principal. The training session involved a power point presentation where the objectives of the session was to focus on practical skills to enhance line managers ability to conduct a highly effective appraisal. Another objective was to focus on the four key skills associated with conducting an effective appraisal such as listening, questioning, giving feedback and setting objectives, and exploring emotional intelligence and how this can assist line managers when managing performance. The session also gave line managers the opportunity to work with other line managers on certain tasks such as "benefits of appraisals for individuals, management and the organisation". The session also demonstrated how to use the new appraisal system "PEPI".

The second on the job training involved me working in a group. I enjoyed working with the two students I was put in a group with. I felt that we worked well as a team and we all contributed equally to the task. This was evident when it came to us having feedback from our lecturer as we made the "top 3 winners" and the poster was taken to the CIPD event.

Under core knowledge of the profession map sits "people practice". As people professionals, we need to have core knowledge of a range of people practices across the employee lifecycle, and how these practices impact on one another and interrelate. In order to have impact and add value, people professionals need to apply a range of people skills in their work, including: team working, coaching and mentoring (CIPD, 2018a).

Although I worked well within a team, I do require development in knowing the different models of effective team working. Developing on this will enable me to reach the associate level. Management Study Guide (2018) and CIPD (2014) can provide me with knowledge on this. I also need to develop on my knowledge of the different models of facilitation, consultations, coaching and mentoring and when it's appropriate to use them (CIPD, 2018a). This could be done through attending training courses for line managers where I could advice line managers on day to day activities such as absence reviews and appraisals (Acas, 2019a). Acas also runs practical training courses on facilitation, consultation coaching and mentoring, so attending these will be beneficial (Acas, 2019b). Developing on this will move me from the fundamental level to the associate level.

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