

3CO03 Core Behaviours for People Professionals

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Task One:

You are currently studying for your CIPD qualification at a local study centre. Your study group has been asked to provide information about the role of a People Practice Professional, for a career's platform, and you and your fellow learners have decided to each write about a different aspect of the role.

For your contribution, you have decided to write about ethics and how a people practice professional would demonstrate and promote ethical practice at work. Having discussed this idea with your tutor you have agreed to write a short paper, covering all 4 points below.

Explain what is meant by 'ethical principles' and 'professional values', and how these might inform the way people approach their work. (AC 1.1)

According to Lawton 1998, cited in Waite et al, (2021) Ethical Principles are derived from certain principles that act as a standard of conduct expected within the workplace to promote positive ethical behaviour.

Having People Professionals with strong Ethical grounding within an organisation helps build strong morals and expectations.

The CIPD Professional Map CIPD (2022) shows how people professionals must champion better working environments with Professional values seen in three key areas believing applying principle led, evidence-based values for outcome driven results equips organisations with the skills to provide a structured approach which results in a trusting and driven workforce.

The Professional Map, CIPD (2022) advises Work, People and professionalism is at the core of what is important in upholding ethical and professional values. The consequences of acting in an unethical way can have serious consequences for both individuals and the organisation. According to Gatchalian (2021) unethical behaviour can damage a business reputation and how they are perceived both in the public domain and internally resulting in a lack of confidence. Employees can feel unrest and undervalued in the work environment which can cause employees to disengage within the organisation resulting in individuals leaving.

According to Robinson and Dowson (2011) 1998, cited in Waite et al, (2021) Ethical Principles can be considered in the following ways, Deontology, promotes doing the right thing knowing right from wrong, Teleology are consequences to informed decisions made and utilitarianism are decisions made that result in positive outcomes. CIPD (2022) advises It is an expectation that People Professional will install these Ethics within their organisation in order to promote a more inclusive working environment.

Within Elliotts Hill (2022) the company ethos is based on principles and values and always acting with Integrity. The Ethical Employment Policy advises on expectations and zero tolerance to unethical behaviours. This is important as it sets out values and principles from the start of employment and the handbook is the source to be referred to throughout the employment cycle.

Identify a piece of legislation and a Code of Practice that support ethical and professional practice, with examples of how a people professional would conform to these. (AC 1.2)

According to Acas (2020) The Equality Act 2010 Legislation provides protection from a wide range of discrimination within the workplace. The role People Professionals play is to ensure that organisations provide equal opportunities to everyone and promote fairness, equality and integrity, ensuring no individual is unfairly treated due to any kind of disability, if any discrimination takes place within the organisation, this is dealt with according to the Equality Act (2010) regardless of if the discrimination is direct or indirect.

According to Acas (2022) There are nine Protected Characteristics to consider, age, disability, gender reassignment, marriage and civil partnership, pregnancy, race, religion, sex and sexual orientation, examples where discrimination may occur within the workplace could be when dealing with Flexible Working Requests or dealing with Maternity leave, both would need to be treated in accordance to The Equality Act 2010 and be dealt with in a fair and transparent way, individuals who do not share a particular protected characteristic must not be placed at a disadvantage. If People Professions do not keep to legislation this would be seen as indirect discrimination.

Equality and Human Rights (2014) provide examples of how People Professionals would conform to the Code of Practice, examples such as an employee not being considered for promotion due to having a disability or an individual having jokes made about their religion during a promotion interview humiliating that employee.

CIPD Code of Professional Conduct (2022) demands professionalism and sets expectations on how you should behave. It requires professionals to work within the realms of their own knowledge, act as role models to others in upholding professional standards and to seek assistance if they are unsure about anything. An example of this could be when dealing with investigations or disciplinaries, CIPD (2022) would expect professionals to seek advice if they did not know how to deal with these situations for the process to be dealt with according to legislation.

Describe how a people professional would demonstrate respectful and inclusive working in relation to: (AC 2.1)

- **contributing views and opinions**

CIPD (2022) recognises communication and listening skills to be key skills when contributing views and opinions. According to Waite et al (2021) there are a variety of different communication techniques which prove helpful when communicating information, such as written, verbal, nonverbal along with recognising the importance of providing information in a calm, clear and transparent way and adjusting communication techniques to ensure others fully understand what you are communicating. People professionals being aware of the importance of others being able to contribute their opposing views and opinions and for these to be listened and responded to in a positive and constructive way therefore showing inclusive and respectful working.

- **clarifying problems or issues**

CIPD (2022) advises evidence-based decision models work well when looking at clarifying problems and issues in an inclusive and respectful way within an organisation, the model consists of a collection of information-based research looking at four areas, Scientific Literature, Historic data, research and seeking the opinions from stakeholders both internally and externally. This process demonstrates respectful and inclusive working as the outcome provides a non-bias view backed up with information sourced from different areas.

- **working effectively as part of a team**

Working effectively within a team requires respect from all individuals. cited in Waite et al, (2021) it is suggested that the Bruce Tuckman's model work well to understand how teamwork moves through different stages to establish respectful and inclusive working within a team.

The four stages are forming, Storming, Norming, Performing. The process helps people professionals recognise the importance of their own contributions as well as that of others, recognise ways the team can resolve issues in positive ways establishing individuals' roles within the team for the team to be successful, this shows inclusive and respectful working of all team members.

4) Summarise different ways a people professional would stay up to date with people practice and world of work issues and developments, highlighting 2 ways in particular, that you have personally found effective. (AC 2.2)

There are a variety of ways People professionals can keep up to date with work issues and developments such as more formal routes like attending HR Seminars, taking courses as well as informal ways such as, newspapers, journals, joining social media platforms like Facebook and LinkedIn, speaking with experienced colleagues, local solicitors and more.

Forbes (2021) suggest social media platforms prove to be a particular popular method, as People Professionals can filter for specific areas of importance for them to save time looking over lots of newspapers and journals in order to find what they are specifically looking for.

Two ways which I have found effective within my work would be social media and the Internet. I have signed up to LinkedIn and Facebook which provides me with up-to-date links to HR news and I enjoy watching the latest podcasts, I am also able to look back at previous podcasts easily which I have found useful, I also receive notifications when something new has been posted. This method helps me keep up to date with current changes and developments, and I can access these anytime of the day which proves convenient around work commitments.

The second source I have found useful is the ACAS website. ACAS (2022) reported in 2020 14.7 million advice sessions took place, 11,000 ACAS webinars watched and 644,000 people called their helplines, which shows how valuable this source is. I am able to access and obtain up to date information on all HR issues from this site, the information is well put together, easy to understand and reliable, constantly providing up to date information within current legislation. I can access this source at any time and with being able to contact ACAS via phone or online proves convenient if I need any further guidance on anything.

Task 2

A crucial aspect of being a People Practice professional is staying up to date with issues and developments and ensuring professional currency by regularly upgrading knowledge and skills. This task is about how you, personally, do this.

The task requires you to provide a record of how you have maintained and upgraded your own knowledge and skills, along with your reflections on how effective this has been. Your 'record' can be presented as a simple written account or as a formal CPD Record and should cover at least 3 activities undertaken within the last year. (AC 2.3)

Activity 1 – International Recruitment Training.

Last June I attended a training course with a group of solicitors concerning International Recruitment. Solicitors delivered the training through slides and group discussions providing information on the recruitment process along with the legal and companies responsibilities.

The reason I attended this training course was due to issues recruiting locally. I decided to look at International Recruitment as an option, but had no knowledge in this area and hoped the course would equip me with the information and skills in order to implement this confidently.

The course has had a positive impact on my own personal development as well as the company operational needs showing the training course was worth attending. I have gained confidence in myself in delivering the information I have learned within the company which I feel I would not have been able to have done had I not attended the course as I lacked all skill and knowledge on this subject.

I have gained confidence to be able to lead the International Recruitment program from start to finish which has proven a success and helped with the operational needs of the business. The course also signposted me to Gov.uk (2020) for additional up to date information if I need further assistance.

The skills and knowledge I have gained by attending the training course has made me realise I need to develop my knowledge and skills in other areas to help me develop further in my role. It has encouraged me to look at other training course and I have signed up to various podcasts as a result of this. The course has made me aware I need to continuously upskill as it helps with my confidence.

Activity 2 – Attended management Mental Health workshop.

The 9th March I attended a Mental Health Workshop. The workshop was put on to help People Professionals recognise and deal with mental health within the organisation in a proactive way. The workshop was very interactive with lots of group activities. It looked at how situations have been dealt with in the past and demonstrated alternative ways which could prove more effective.

The reason I wanted to attend this workshop was due to seeing an increase in employees not attending work or leaving due to mental health issues, I felt there was a need for me to gain a better understanding around this subject in order for me to support employees in these situations better.

I found the course useful as it has made me see Mental Health from a different perspective. It encouraged me to reflect on how I have dealt with these situations in the past and how I could have done this differently had I had more knowledge and skills in this area. It has made me aware of the importance of listening skills which I feel I need to improve on, not getting too involved in situations and taking things personally, as I am aware I can sometimes do this. I feel I am now more equipped to be able to recognise Mental Health and how to offer support to our employees.

I have learnt the importance of signposting employee to areas such as Mind (2023) or Samaritans (2023) for professional help.

Following the workshop, I have undertaken further training and looking to introduce a 'Mental Health champion' to further support employees. I am currently researching this in more depth to gain a better understanding into how this can work for the organisation.

Activity 3 – Research on different Sickness and Absence Management methods.

In January I was assigned the task by my employer to carry out research into different types of sickness and absence management methods. The reason for this research was to investigate if any other methods, other than the Bradford Factor, could prove more effective in managing the high volume of Sickness and Absences the company experience and for me to gain a better understanding of why it is so important to address these issues as I am new to the company.

I carried out the research online and found CIPD (2022) useful as well as online podcasts in explaining the positives and negatives of different methods to deal with Sickness and Absences. I ran various internal reports and compared how these could be utilized in different ways to be more effective.

Following the research, I was able to establish a better understanding of the different processes and how these compare to the Bradford Factor method currently being used, it concluded that there is a marked improvement in sickness throughout the company when the Bradford Factor is run consistently on a monthly basis, opposed to leaving the reporting for a couple of months, which highlights the Bradford Factor is effective for the organisation.

The research was worth completing as it has given me a greater understanding and confidence when dealing with sickness within the organisation. I do lack in confidence and by carrying out the research I can see how important it is to fully understand processes in order to gain confidence within my role. I have learnt that when you know why something is being done a certain way it is easier to explain to others. I now utilise online tools and further research to help develop my skills.

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