

Qualification: CIPD Diploma in Applied Human Resources Module

Name: Developing Professional Practice

Word Count: N/A

Student Name: Sarah Chislett

Student Number: 1810599

CIPD Membership Number: 42778293

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: Sarah Chislett

Date: 18/05/2020

## Development Plan

|                           |                |                   |               |
|---------------------------|----------------|-------------------|---------------|
| Name                      | Sarah Chislett | Membership Number | 42778293      |
| Covering the period from: | September 2018 | To:               | December 2020 |

| What do I want to learn?                                                                                                             | What will I do to achieve this?                                                                                                                                                                                                                                 | What resources/support will I need                                                                                                                                                                                           | What will my success Criteria be?                                                                                                                                                                                                                                     | Target Dates for review and completion                                                                                                                                                                                                                                                          |
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| Leading HR – To become an allrounder within the HR function and to gain better understanding of all areas of the business.           | <ul style="list-style-type: none"> <li>Research what other roles there are within the HR sector and understand which ones can link to my role.</li> <li>Attend the next Business conference to gain a better understanding of the business strategy.</li> </ul> | <ul style="list-style-type: none"> <li>Support from other colleagues within my organisation that works in these different roles.</li> <li>Gain feedback from Peers to see if they see a difference in my ability.</li> </ul> | <ul style="list-style-type: none"> <li>To have a better understanding of other HR roles and how they interlink to create a fully functioning HR Sector.</li> <li>I will feel more confident with other areas of the business and my ability to contribute.</li> </ul> | <ul style="list-style-type: none"> <li>January 2019 to review how many other areas I have reached out too.</li> </ul> <p><b>Completed 2019</b></p> <ul style="list-style-type: none"> <li>January 2020 to gain feedback on my ability and contribution.</li> </ul> <p><b>Completed 2019</b></p> |
| Employee Engagement – To implement an honest culture based on creating a safe environment using feedback for a better place to work. | <ul style="list-style-type: none"> <li>Proactively investigate attrition and see what improvements can be made.</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>Complete a monthly forum with employees to get their opinions.</li> <li>Review retention in other call centres to see what competitors do.</li> </ul>                                 | <ul style="list-style-type: none"> <li>Retention will improve and reviewing it will become a key focus.</li> <li>Employees will feel valued as they are</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>Review current retention figures December 2018</li> </ul> <p><b>Completed 2019</b></p>                                                                                                                                                                   |

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|                                                                                                                                                           | <ul style="list-style-type: none"> <li>Actively ask employees what they would like to see done differently.</li> </ul>                                                     |                                                                                                                                                                                                                                  | now being allowed to contribute to the wider business.                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Complete this monthly</li> </ul> <p><b>Completed throughout all of 2019</b></p>                                                                                                                                                                                                                                                           |
| Curious – Find a sector within HR that doesn't directly impact my role, get a better understanding of this taking me out of my comfort zone.              | <ul style="list-style-type: none"> <li>Gain a better understand of Learning and development.</li> <li>Understand the different learning and development styles.</li> </ul> | <ul style="list-style-type: none"> <li>Research what good training looks like.</li> <li>Gain feedback on my training delivery.</li> <li>Attend a Learning and development training seminar.</li> </ul>                           | <ul style="list-style-type: none"> <li>An increase in my knowledge about training and development.</li> <li>I will become more confident in my training abilities.</li> <li>I will be able to adapt my training style to the learning style of the individual.</li> </ul> | <ul style="list-style-type: none"> <li>Reach out to training manager January 2019.</li> </ul> <p><b>Completed 2019</b></p> <ul style="list-style-type: none"> <li>Attend Seminar March 2019.</li> </ul> <p><b>Still need to complete</b></p> <ul style="list-style-type: none"> <li>Gain feedback on delivery of training November 2019.</li> </ul> <p><b>Completed 2019</b></p> |
| Role Model – Find a way to coach and deliver a section of the HR function to colleagues interested in progressing through a HR role in an innovative way. | <ul style="list-style-type: none"> <li>Find a selection of employees who wish to develop within HR.</li> <li>Create a simple but effective training programme.</li> </ul>  | <ul style="list-style-type: none"> <li>Complete research on the basic starting points of HR to ensure I am training the most relevant information.</li> <li>Arrange for a teach back session to be completed for each</li> </ul> | <ul style="list-style-type: none"> <li>Showcasing HR as a career within my organisation.</li> <li>Put focus on supporting other individuals who want to develop within HR.</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>Advertise the course January 2019.</li> </ul> <p><b>Completed 2019</b></p> <ul style="list-style-type: none"> <li>Complete research February 2019.</li> </ul>                                                                                                                                                                             |

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|                                                                                                                |                                                                                                                                                            | employee that has taken part, Work collaboratively with other stakeholders for their buy in.                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>To be a good role model who has supported a project from start to finish.</li> </ul>                                                                                                                                                                            | <p><b>Completed 2019</b></p> <ul style="list-style-type: none"> <li>Start the course March 2019.</li> </ul> <p><b>Completed 2019</b></p> <ul style="list-style-type: none"> <li>Arrange teach back sessions October 2019.</li> </ul> <p><b>Completed 2019</b></p> <ul style="list-style-type: none"> <li>Gain feedback November 2019.</li> </ul> <p><b>Completed 2019</b></p> |
| Personally Credible - Having recently started in a new organisation I want them to be confident in my ability. | <ul style="list-style-type: none"> <li>I will work on my relationship with my stakeholders.</li> <li>Remain curious and keep developing myself.</li> </ul> | <ul style="list-style-type: none"> <li>I will complete regular feedback with all stakeholders to ensure they feel I am supporting them in the best way possible.</li> <li>I will continue to work on my personal brand ensuring I don't get complacent and keep pushing myself out of my comfort zone.</li> </ul> | <ul style="list-style-type: none"> <li>I will have regular feedback I know what I need to keep working on to develop.</li> <li>I will be known as a valued member of the team and stakeholders will feel as though my advice and support is credible within their rapidly growing business.</li> </ul> | <ul style="list-style-type: none"> <li>To be completed throughout 2020.</li> </ul>                                                                                                                                                                                                                                                                                            |

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| <p>Courage to challenge – Helping stakeholders see the benefits that HR can bring.</p>                                                                                            | <ul style="list-style-type: none"> <li>• I want stakeholders to always see the benefits of HR. I will work closely with them sharing knowledge and showing them the benefits of having an effective HR team, even if this means having difficult conversations and making them see things differently.</li> <li>• Challenge in a positive way ensuring that I keep all relationships that I have built as a priority.</li> </ul> | <ul style="list-style-type: none"> <li>• I will complete a personality test with all key stakeholders to get a better understanding of them and how they work.</li> <li>• I will review important changes within the business to ensure we have completed it effectively and seeing what we can do to improve in the future.</li> </ul> | <ul style="list-style-type: none"> <li>• I will have a better understanding of how my stakeholders work, their approach to dealing with things and what I can do to support.</li> <li>• I will have confidence in challenging stakeholder ensuring we are making the right decisions for our business.</li> </ul> | <ul style="list-style-type: none"> <li>• To be completed throughout 2020</li> </ul> |
| <p>Skilled influencer – Having an organisation that has grown rapidly over the last 2 years getting people to change the way they see things is going to be a difficult task.</p> | <ul style="list-style-type: none"> <li>• I will build influencing into my day to day routines, working with stakeholders, when they ask my opinion, I will ask them what they think they should do and build the answer around this ensuring to eliminate and risks.</li> <li>• I will watch how my peers influence what skills they use and ask them for pointers on</li> </ul>                                                 | <ul style="list-style-type: none"> <li>• I will complete regular upskill training on influencing ensure I am keeping myself up to date.</li> <li>• I will ensure I remain curious and if a stakeholder wants support on a certain topic, I will research it to be able to support in the best way possible.</li> </ul>                  | <ul style="list-style-type: none"> <li>• I will be confident in my approach to influencing stakeholders within the business.</li> <li>• I will have border range of knowledge of different areas of the organisation from remaining curious.</li> </ul>                                                           | <ul style="list-style-type: none"> <li>• To be completed throughout 2020</li> </ul> |

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|  | how I can do this effectively. | <ul style="list-style-type: none"> <li>I will also ask my manager for support on how she influences.</li> </ul> |  |  |
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### Development Record

|                           |                |                   |          |
|---------------------------|----------------|-------------------|----------|
| Name                      | Sarah Chislett | Membership Number | 42778293 |
| Covering the period from: | September 2018 | To:               | May 2020 |

| Key Dates                 | What did you do?                                                                                                                                                                                                                                                                                        | Why?                                                                                                                                                                                                                                | What did you Learn?                                                                                                                                                                                                                                                                                                                                                                                            | How have/will you use this?                                                                                                                                                                                                                                                                                                                                                                 |
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| January 2019 – March 2019 | <ul style="list-style-type: none"> <li>I began to review what other Sectors of HR there were within the business and how I could learn more about them to become a more rounded member of my team.</li> <li>The sectors I managed to spend time with was reward, recruitment and compliance.</li> </ul> | <ul style="list-style-type: none"> <li>By spending the day with a member from each of the different sectors I learned more about their role within the organisation and how it would interlink into the wider HR sector.</li> </ul> | <ul style="list-style-type: none"> <li>From spending time with the reward team, I learnt about the different benefits we offer our employees including life insurance, retail discounts and our annual award night.</li> <li>From recruitment I learn how they structured their events, what they would look for in candidates and how they ensure that we hire the right people for the right job.</li> </ul> | <ul style="list-style-type: none"> <li>Spending time with these different areas of the business gave me an insight into how all the different areas of HR interlink.</li> <li>Since I have completed this activity, I have moved into a more generalist HR role and a big part of my job now is recruitment, I now complete recruitment for new starters, complete contracts and</li> </ul> |

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|              |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>The day in compliance was very interesting from the different audits we complete to ensure everyone is safe whilst at work.</li> </ul>                                                                                                                                                | contract amendments and support with people development.                                                                                                                                                                                                                                                                          |
| January 2020 | <ul style="list-style-type: none"> <li>Gain feedback off my peers on my contribution</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>As part of my development and my annual review I asked my peers to complete some feedback on myself.</li> <li>I didn't want this feedback to come through just one channel so I gain feedback through a 365 form and face to face feedback.</li> </ul> | <ul style="list-style-type: none"> <li>This process was not as easy as I thought it would be, the 365 form was painless and gave me some positive points to work on.</li> <li>The face to face feedback thought me something that I didn't realise about myself, I am not good about self-praise and compliments.</li> </ul> | <ul style="list-style-type: none"> <li>The feedback I received from my peers, allowed me to have the confidence to apply for a bigger HR generalist role.</li> <li>I am going to keep working on receiving face to face feedback as it was a situation that made me feel uncomfortable, but I had some great feedback.</li> </ul> |
| January 2019 | <ul style="list-style-type: none"> <li>I Started reviewing employee engagement, first I completed a pulse survey to gain an idea of employees, thoughts and feelings and then went onto monthly</li> </ul> | <ul style="list-style-type: none"> <li>I chose to complete the pulse survey as it was anonymous, I was hoping for people to be honest to allow for a fair starting point. The monthly employee forum meetings</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>From the pulse survey there were common themes but the learning from the focus groups were the ones that allowed us to make the best inroads.</li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>Having started these employee forum sessions it made me realise how important it is for employees to have an employee voice, having a forum where they feel seen,</li> </ul>                                                                                                               |

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|            | employee forum meetings.                                                                                                                                                                                                                            | were introduced for us to be able to get to the root of employee engagement and see what we needed to change.                                                                                                    | <ul style="list-style-type: none"> <li>• We learnt that employees want to have their voices heard, they want to know they have job security, that there is an option for them to develop and that they can have fun when they come to work.</li> <li>• When we completed the understanding and contributing to employee engagement module as part of this course was a huge benefit in improving employee engagement.</li> </ul> | <p>heard and recognised.</p> <ul style="list-style-type: none"> <li>• I am looking to introduce an employee forum in my new organisation.</li> </ul>                                                          |
| April 2019 | <ul style="list-style-type: none"> <li>• Having decided that I would like to learn more about Learning and development I spent a week with the training department including accredited trainers, business trainers and the training and</li> </ul> | <ul style="list-style-type: none"> <li>• I wanted to learn more about training and development as I have all completed training as part of my day to day role however, I have never had any training.</li> </ul> | <ul style="list-style-type: none"> <li>• Spending time with the accredited trainers and business trainers was beneficial, they talked me through how to engage a team at different points throughout the day and how to understand</li> </ul>                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>• Completing this exercise with the training team was a great experience, it was great to be able to see things from a trainer and a trainee's perspective.</li> </ul> |

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|               | development manager.                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>I felt it was important to spent time with all areas if the training team as their experiences would be different and they could all support me with my learning.</li> </ul> | <p>everyone different learning styles VARK.</p> <ul style="list-style-type: none"> <li>Spending time with the training and development manager it reminded me of my own position, a generalist who manages a team of people.</li> </ul>                                   |                                                                                                                                                                                                                                 |
| November 2019 | <ul style="list-style-type: none"> <li>After spending time with the training team, I decided to ask a colleague to come along to one of my all-day training sessions.</li> </ul>                              | <ul style="list-style-type: none"> <li>I did this so I could get feedback on what I have learned, how I have implemented changes and what else I can improve on.</li> </ul>                                         | <ul style="list-style-type: none"> <li>I once again has this feedback face to face and it was very positive, I think the time I spent with the training team learning about bringing training to life and energisers was a great investment in my development.</li> </ul> | <ul style="list-style-type: none"> <li>The different styles and techniques I learnt I used when I colleague came along to my training session and I felt having this knowledge gave me a huge confidence boost.</li> </ul>      |
| January 2019  | <ul style="list-style-type: none"> <li>As part of my development of developing people and becoming a good role model, I advertised a training course for HR, sampling some of the basic skills and</li> </ul> | <ul style="list-style-type: none"> <li>I did some research into what topics would be good as a high-level introduction to HR, we discussed people, learning and development, change management and</li> </ul>       | <ul style="list-style-type: none"> <li>This process showed me that I can implement a project from start to finish.</li> </ul>                                                                                                                                             | <ul style="list-style-type: none"> <li>This process was something that I had wanted to do for a long time, it was great to eb able to share knowledge and see that people have gained something from these sessions.</li> </ul> |

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|               | sharing some high-level knowledge,                                                                                             | stakeholder management, employee engagement and employment law.                                                                                                                                             |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                  |
| November 2019 | <ul style="list-style-type: none"> <li>After the course was finished, I wanted to gain some feedback on the course.</li> </ul> | <ul style="list-style-type: none"> <li>I arranged for the employees to complete a teach back session to see what they learnt from the course and what feedback they could give me going forward.</li> </ul> | <ul style="list-style-type: none"> <li>From the success of the teach back sessions I have learnt that I am able to share knowledge on a subject of interest to me, that people have learnt off me and feel as though I am a good role model.</li> </ul> | <ul style="list-style-type: none"> <li>From the feedback I have received I am now able to review how I can improve the course to ensure it remains interesting and relevant and I am still seen as a good role model.</li> </ul> |

### Reflective Summary

When reviewing what I have learnt throughout this apprenticeship, I am actually so proud of how far I have come, how much I have learnt and I am excited for what the future holds thanks to the great skills and knowledge I have learnt over the last 20 months. When I started this apprenticeship I had worked in HR for nearing 4 years and felt as though I knew all that I needed to be successful in delivering my role as a HR advisor, what I have actually learnt has been invaluable in making me confident, capable and skilled within my role and sharing knowledge within the larger team. The HR profession Map was a great place to stare showing me my strengths and weakness' and guiding me on what I should focus on developing (CIPD, 2019).

Reflecting on a process is important as it gives you time to think about what you have done, reflecting allows you to develop new skills and to review the effectiveness of the process (The Open University & Unison in Partnership, 2020). Gibbs published a reflective cycle in 1988, the cycle allows you to make sense of the process you have just completed and see what went well and what you could do better in the future (Mindtools, 2020). Gibbs cycle follows 6 steps which I have followed when reflecting on this process.

I completed the HR profession map nearly 20 months ago and when I completed this process it gave me factual processes to work on all of which I could relate too and felt as though they would help me become a better HR professional, I felt positive and in control that the 4 things I had picked to work on were going to make me an all-rounder within HR.

I started with Leading HR, wanting to know more about certain areas of our business to become more business savvy and become an all-rounder with the HR sector, as a HR advisor within a call centre I only dealt with generalist HR and felt as though I was going to be missing out of crucial skills if I ignored all other areas of the business. Having spent time with three other areas of the business I learnt crucial steps which allowed me to advance in a short space of time. Spending time in particular with recruitment was beneficial when we completed the understanding talent and resource planning module as I had experience of what we would do within our business and it was good to learn more and see that as a business we are following best practice. This was a great steppingstone as it allowed me to also gain exposure and confidence in looking for a new role which recruitment was a key part of. This has been a positive experience and the reward has resulted in a new job with an exciting new organisation with lots of scope for future development.

I went on to look at Employee Engagement, this has been a huge passion of mine for a long time and I feel as though we made positive inroads, the employee engagement modules were really beneficial alongside implementing employee voice into an organisation. We saw a huge decrease in attrition within the business and the culture seemed to really improve. This is something that I would always look to implement into any organisation going forward, for people to feel engaged and valued, as though they have a voice and their opinion counts is so important.

Spending time with the learning and development team, having reviewed where I was within my role my day to day tasks I felt as though as I was already training to be able to get some more insight into the world of training seeing it from both sides and gaining feedback on my training skills would be a real benefit for my development. Working in a HR profession with stakeholders and leaders there was lots of focus on personality colours (Brandau, 2015) whereas the training team got me thinking about trainers learning styles using VARK (2020). Completing this got me to think about the whole training experience and how I can make it more enjoyable the one thing I wanted to do which I haven't got round to doing was to attend an Online Seminar for training skills, I feel as though this will be beneficial and is something I will do in the future.

Finally, my last point was to be a good role model, for this I decided to implement a training course where people could learn basic HR skills and see if they were interested in taking a career in HR. I felt it was important to complete this task as when I did the first developing profession practice module and I learn about HR taking a seat at the table it really inspired me to showcase what HR can do for the organisation, for the stakeholders and leaders to see us as an important part of the business. Forbes states that behind every successful organisation is a great HR department (2017). This is why the next three things I have chosen to work on are becoming a skilled influencer, the courage to challenge and to be personally credible. As mentioned I have joined a new organisation which has gone from a small family run business to a large organisation in the space of 2 years, they have brought in a new HR team however some of the mindsets from the leaders are very old fashioned and I want nothing more than them to see us for our worth, for them to know we can help support and grow the business and for us to be a seat at their table.

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