

Development plan

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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?
Gaining credibility with management and raising our external profile.	Gain practical experience of real business partnering especially if I am to retain my internal credibility with colleagues – potentially through short attachment(s) in the business, work shadowing colleagues and with more direct contact with some business leaders (including looking for mentor). Direct training will also be appropriate.	Ability to gain experience in business partnering, willingness of business leaders and relevant colleagues	A raised awareness of MODs – possibly formal recognition or informal recognition by community
Refresh my influencing and facilitation skills, and communications skills	Asking for regular feedback on areas highlighted, potentially formal training if available	Supportive feedback from colleagues	A greater ability to lead the wider engagement with senior management.
Continue to keep abreast of developments in the profession.	Reading, workshops and contributing to the wider debate. This should include contributing to the professional journal.	Support of wider community, access to relevant resources	Increased confidence in dealing with changes/future developments and trends
Ideally to develop business analysis/metrics skills – the ability to measure and express things in business terms. This will aid credibility and secure some business interest.	Specific skills training through National School of Government is an appropriate route.	Buy in for skill development from manager, ability to put enough time aside	Completion of skills training. Increased ability to measure ROI consistently.

CPD record

What did you do?	Why?	What did you learn from this?	How have/will you use this?
Helped to gain buy-in to the new HR model, through developing the roles and responsibilities for the important new HR groups and further advocating the case for the changes. Leading on the development and implementation of the	To gain an ability to really influence the way in which our new HR community can work holistically, non-hierarchically in order to deliver an even better service to the business. To include the potential for	I've gained a greater realisation of the need for continuous improvement in this work, including the need	This has led to us creating several key interventions to 'kick start' strategic HR and raise the sights of not only HR but also



<p>People Plan which has provided the framework for guiding and managing the transition (downsizing, restructuring and reskilling) of the HR function – and aspects of the related changes required of managers and individuals as a result of the changes.</p>	<p>greater use of the centre of excellence approach in the new HR architecture – how that can really work.</p>	<p>not to 'refreeze' around the new construct. To continually look for change and better ways of delivering and adding value – especially in the public sector.</p>	<p>senior management in what is possible.</p>
<p>Putting in place the foundations for professional development in HR across the MOD's new HR construct; in particular the strategic elements of corporate and business partners. This has included developing an initial training product for business partners, clarifying the differing groups and skills sets within the HR family and adapting the wider PSG HR standards framework for MOD's use.</p>	<p>To gain a real and practical ability to understand and make the links clearer between business issues and HR interventions and the resulting outcomes in business terms. As a consequence to get management to understand the real contribution that HR can make to business – through fully realising our investment in people – i.e. really moving up the HR maturity model. This is about even greater professional understanding, practical application, boldness and confidence.</p>	<p>Greater enthusiasm and determination that the phase we have reached in our change programme is just that – and that there is much more to achieve. In particular a clearer understanding of where to look next for greater efficiencies in the first cut of our business partner construct (especially the need to develop centres of excellence/expertise)</p>	<p>I'll go on to create a professional HR development programme that is fit for purpose and valued within MOD</p>
<p>Contributing to professional developments in HR across government – and indeed the wider professional scene – for instance through participation in the development of the PSG HR standards, Consortium project on strategic HR, and through contacts with industry and professional/research bodies such as CIPD.</p>	<p>Important to build relationships with external players (including private sector, consultants, other government departments and professional bodies) to share knowledge and contribute to the community.</p>	<p>I've gained greater confidence flowing from a realisation that our programme is more complex than most, is professionally organised and will deliver great results.</p>	<p>Greater credibility with our peers across government and elsewhere and an increased profile for MOD in this important professional and business arena.</p>

