

Development plan

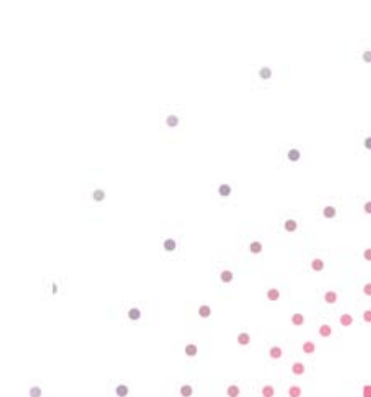
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Covering the period from: January to December

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
<p>Business/HR planning: Experience of putting in place HR plans, aligned with business plans.</p>	<p>I will contact the Technology Business Planning Manager, and ask to meet to talk about their experience and processes they are using to create strategic/operational plans this business year.</p> <p>I have agreed with my manager two opportunities to carry out this type of work:</p> <ol style="list-style-type: none"> 1. I will lead the relationship with the manager from the Centre of Expertise for Learning and Development. A key part of this will be agreeing a plan for their input, that aligns with the Technology business plan for the next 12 months 2. I will work with my specific customer groups to agree local HR plans that align with their Departmental business plans. 	<p>I will be dependent on the Technology Business Planning Manager being open to sharing their experiences</p> <p>To maximise my learning from these experiences, I will ask my manager to review the actions I am taking with me at fortnightly one-to-one meetings</p> <p>As an input to the whole process, I will also need to make sure I have a final copy of the agreed Technology and HR business plans for this year once they are completed.</p>	<p>The meeting happens, and I write up a one-page summary of learning that can be used for the current two plans, and in the future.</p> <p>The feedback I receive on the two plans I work on will be positive (from my manager and those who use them):</p> <ol style="list-style-type: none"> 1. Those responsible for delivering against them will feel they are realistic and relevant 2. They will be used with positive outcomes. <p>I will feel confident about this activity in the future.</p>	<p>All to take place by the beginning of May.</p> <p>Plans to be worked on/reviewed by end of May.</p> <p>Wrap up all learning in a review session with manager by mid-June.</p>
<p>Adapting to become an HR Business Partner in the organisation:</p> <ul style="list-style-type: none"> • The company is in the process of further evolving their HR model, to drive further line management accountability for day to day issues (e.g., disciplinary, absence), greater employee 	<p>To ensure I fully understand the new role, I will:</p> <ul style="list-style-type: none"> • Seek opportunities to provide further input to designing what it will look like. I have already attended one meeting where we shared ideas as a group. I will now set up a session with the OD consultant working on the redesign project to discuss the changes further. • Review the role profile for the new Business Partner role when 	<ul style="list-style-type: none"> • I need to gain time with the OD consultant initially • I will need to gain access to this role profile, and will ask for this when I meet with the OD consultant 	<ul style="list-style-type: none"> • I gain access to the OD consultant and job description, and have further discussion about both to understand them • I produce a further mini development plan that focuses on skills/behaviour areas I will need to hone • Feedback from my customers show that managers have a basic appreciation, and are 	<ul style="list-style-type: none"> • Meeting with OD consultant/access to new job description by mid-may • Mini-development plan in place by end May and reviewed in October • Share the anticipated changes with customer group

<p>self-service and an HR telephone based service centre to back this up</p> <ul style="list-style-type: none"> • The HR Account Manager role will become more strategic, and further based around senior management coaching. 	<p>completed, and agree mini-development objectives with my manager against elements of it that I feel will be a stretch for me</p> <ul style="list-style-type: none"> • Consider how to interact with customers now to begin them working in a way that aligns with their greater devolved HR role • Progressing my development objective around HR/Business Planning (above), will also support more strategic working. 	<ul style="list-style-type: none"> • I will discuss this with my manager in ongoing one-to-one meetings • As HR/Business Planning objective above. 	<p>comfortable with, the way the HR model is progressing</p> <ul style="list-style-type: none"> • In recognition of the greater responsibility for day-to-day management by managers/individuals, relevant forms of development for them are agreed with them and put in place • Feedback from my manager and other senior HR managers suggests that they are comfortable I am working in line with the changing model • I am able to support more junior colleagues in making the transition. 	<p>by beginning June – and arrange any development 'training' over the next six months</p> <ul style="list-style-type: none"> • Feedback session with manager to review overall progress in October • Support colleagues – ongoing.
<p>Developing others: Continue working on current learning around managing/developing others in an ongoing capacity – i.e. mentoring, line management.</p> <ul style="list-style-type: none"> • This is about helping others to reach longer term goals, in addition to the sort of coaching already used with managers about specific topics, issues etc. • This will also touch on setting objectives/goals and managing performance against them. 	<ul style="list-style-type: none"> • Continue mentoring my current mentee, developing the relationship further • Make my manager aware that I would welcome any other 'line management' opportunities – for example, if a graduate was seconded into the team. Take steps to proactively influence this. • Consider whom within the business I could approach to be a mentor to <i>me</i>. This would allow me to talk to them about their experiences of management, as well as considering and learning from the way they work with me when mentoring • Arrange time with a friend who has recently moved into a people management role to ask her about challenges she has faced, what advice she would give, and what she thinks I need to consider developing. 	<ul style="list-style-type: none"> • This requires Salome's continuing interest in the mentoring relationship • I need to set some time aside with my manager to talk with him further about what I am looking to achieve, and what sort of opportunities I feel could be relevant • I would like to set up a discussion with my manager before progressing this idea further, to consider potential mentors, and how I would use this relationship • I just need to set the session up with my friend. 	<ul style="list-style-type: none"> • I continue mentoring Salome, and we both find the relationship valuable. To measure this, I will arrange a specific feedback (to each other) session • I can articulate how I have helped Salome meet her personal goals • My manager understands my interest in management, and if opportunities do not arise, they are captured in the annual HR succession planning exercise • I have reviewed getting myself a mentor, and have set this up. I have discussed my goals with my mentor • I meet with my friend to talk about her experiences of moving into management, and reflect on what I can learn from her experiences. 	<ul style="list-style-type: none"> • Mentor Salome – ongoing for next nine months. Review our relationship and successes, in a structured way, with her in nine months' time • Ensure my manager knows my interest in 'management' by beginning of June • Arrange a mentor by end September • Meeting with friend by beginning of June.



CPD record

Key dates	What did you do?	Why?	What did you learn from this?	How have/will you use this?
January/ February	<p>Organisational culture: My involvement in the company cultural change activity led me to become more interested in this area, and the growing concept of the importance of 'employee experience' – i.e. how individuals holistically view and are engaged with the organisation. I recognised that I would benefit from exploring the topic of culture and 'how companies do things' more broadly.</p>	<ul style="list-style-type: none"> • I met with the HR Consultant responsible for the company cultural change project, to talk about the issues in broad terms • I attended a best practice day hosted by a company recognised for their employee engagement, where they demonstrated to others how they had built the success of their culture to become top in the 'Times Top 100 UK employers'. The day provided a detailed overview of how the company had set up people strategies/plans that focused on all aspects of the employment relationship to create the right experience • I attended the CIPD talk 'Creating an environment where great people can do their best work'. 	<ul style="list-style-type: none"> • All these activities were thought-provoking about exactly what creates the differences in how people perceive and engage with their work and company • In particular, I was made to consider more fully the importance of 'joining up' cultural messages – i.e., all aspects of the employee experience need to align with the vision, aims, objectives, company brand etc., to maximise employee buy-in • This has provided some interesting criteria against which to consider my organisation's practices and the influence I can have. 	<ul style="list-style-type: none"> • Sharing experiences with others – I have met to share my learning with colleagues from our internal HR 'Centres of Expertise' looking at Policy and the cultural change programme. • Considering a specialist role that would allow me to explore the concept of employee experience further • In addition, the learning has provided food for thought in usual day-to-day interactions with employees and managers – prompting me to consider more about how I position things to optimise the positive experiences of employees.
November	<p>Personal style and preferences: As part of an offsite arranged for our immediate HR team, we agreed that we wanted to take some time to investigate our own personal styles and ways of working more closely, with a view to better understanding ourselves as individuals and how we work together as a team.</p>	<ul style="list-style-type: none"> • We each completed Myers Briggs level 2 before the event. At the event we were given a copy of the in-depth personal profile the questionnaire had revealed • We completed a personal drivers exercise – that helped to identify the key drivers that influence our behaviours • We reflected on how we work with fellow colleagues in our team, and the impact we can have on each other. 	<ul style="list-style-type: none"> • The questionnaires provided me with further insight into my personal preferences and drivers, although they also demonstrated to me that I was already quite self-aware. • It was very interesting to hear from others how far their views of me aligned with my own understanding of myself and what the questionnaires suggested. This revealed to me that others recognise more of these specific personal behaviours than I had imagined were evident before. • I learnt more about my colleagues as we all went through the same process of questionnaire, self, and peer feedback. 	<ul style="list-style-type: none"> • Overall, this activity re-focused me on my areas of strength, how my personal style is perceived by others, and has made me more thoughtful about how I tackle things and how I present myself to others. • The knowledge I have of my colleagues in my team has definitely made my relationships more productive, as I feel more understanding of why they do the things that they do. I have been able to refer back to the event when we have had differences of opinion, to remind others why this might be occurring bearing in mind our different personal approaches.



<p>October - present</p>	<p>Developing others – I identified when reviewing my development needs and interests with my manager that I am keen to try managing/developing others in an ongoing capacity – i.e. mentoring, line management.</p>	<ul style="list-style-type: none"> • I made others aware I was interested in becoming a mentor. I was approached by a more junior colleague (Salome), who is keen to develop into an HR account manager. • I have been mentoring her since. We agreed what we were both wanting to gain from the relationship up front, and meet fortnightly. 	<ul style="list-style-type: none"> • The way in which I work with Salome has really made me think about and develop my way of supporting others • I have supported Salome in trying out generalist HR activities and evaluating them e.g., letting her manage an employee absence case, and talking through how she approached it, how she could have done one differently. In doing this, I have been able to see in a very practical way how others learn, and have adapted my style of 'teaching' accordingly • Through our meetings, I have become more aware of my own personal impact on others when I am developing them – such as how the way I phrase things can make them view situations very differently • This has provided me with good first-hand experience of considering best ways to motivate others, using different tactics dependent on the situation and their feelings at that time. 	<ul style="list-style-type: none"> • I am planning to continue to mentor Salome until she achieves her first generalist HR management role • I hope to move into a man-management role in the future • I can also use some of the general behaviours I have developed further (like motivating others, and considering how I 'package' things) in working with others in everyday interactions.
<p>January – present</p>	<p>Consultancy skills: Following our company HR Development Programme, where we focussed in detail on how we interact with our customers, I was keen to maintain my focus on developing a 'contracting' and advisory style of interacting with customers, in addition to a purely 'advice giving', directive approach. Making this change is key to enable the changing nature of how HR interacts with the business in my organisation.</p>	<p>Trying to consciously work in a best practice, consultancy way:</p> <ul style="list-style-type: none"> • I identified some tangible pieces of work, and consciously planned how to take a contracting approach. For example, approaching a piece of work looking at introducing a more customer-orientated culture – I established a 'working group' up front, and used this to agree expectations and roles, then review progress on an ongoing basis. Following these experiences, I reviewed my approach with my manager. • I deliberately began to tell managers in one-to-one meetings the priorities I am working on, to develop their understanding of what the HR service can/will deliver. <p>Reviewing general incidents:</p>	<ul style="list-style-type: none"> • My 'trying out' acting consciously as a consultant has proved to me that I am more successful when I proactively take this approach – both in terms of customer feedback, and in actually meeting my own objectives • I initially felt quite uncomfortable in being very 'black and white' in my dealings with others i.e., in articulating roles, responsibilities, plans etc. so explicitly – because this is not regularly done by others and I believed would appear unnatural. However, feedback from others shows they do not notice this as an issue, and actually feel positive about the clarity this provides. 	<ul style="list-style-type: none"> • Every day – focusing on the way I interact has now changed the way I approach every interaction I have with customers and suppliers • I feel that I'm getting more out of my relationships with customers – I am managing expectations more, therefore they are more satisfied • I have also managed to gain more time back for myself, because I am not taking so much work on to own/implement myself



		<ul style="list-style-type: none">• I arranged to review in coaching sessions with my manager the impact that using a different style in day-to-day situations had on me and those I was interacting with. <p>Reviewing and sharing experiences of acting as consultant on an ongoing basis:</p> <ul style="list-style-type: none">• I joined an Action Learning Group. This group was established to provide an informal, but structured type of 'peer coaching' environment• I have attended groups monthly since joining, to share experiences, seek the ideas/advice/guidance of others and provide them with the same in return.		<ul style="list-style-type: none">• I have much more successful relationships with the HR Centres of Expertise, as I am more explicit in my dealings with them and in agreeing what they will deliver to me/the business, and how they will do it.
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