

# **CIPD Assignment**

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### **AC 1.1 Value and purpose of the people profession with respect to the CIPD Profession Map**

The CIPD acts as an essential professional figure in the UK and around the world for the HR and L&D professions. It aims at identifying, recognizing, and preserving human resource

professionals. It is inclined to map out competency, qualification, and occupation while figuring out the gaps between industrial needs and educational outcomes. It focuses on establishing appropriate and targeted educational programs that would align with the specific requirements of the professional market (Surono *et al.*, 2024). The main purpose of the CIPD Profession Map is to outline the requirements as well as the expectations of HR professionals with respect to values, behaviours, and knowledge (Johnston and Johnston, 2024). A recent study has shown Marchington who served as the Chief Examiner and the Moderator of the Standards, held the responsibility for providing the learning objectives and ensuring that the outcomes were aligned to the purpose. He also contributed to the development of the CIPD Profession Map regarding employee relations which used voice insights of working staff from forums to change the workplace into a positive work culture. He was committed to promoting the employee voice in decision-making which mirrors the CIPD's core values and professional standards (Timming and Macneil, 2023).

## **AC 1.2 The ethics followed by CIPD and how they would impact when practised**

### **The ethics followed by CIPD**

#### **1. Work matters**

Work is essential and is regarded as a driving force for workers, organisations, and the economy as a whole. Good work provides recognition of personal skills and talents and fair contribution of the individual towards the organisation. Good work provides long-term individual and organisational benefits thus balancing social responsibility and economic stability. Studies have shown supporting carers and the cordial relationship between line managers and co-workers created informal flexibility in the workplace during the pandemic (Fahy *et al.*, 2024).

#### **2. People matter**

CIPD believes people should be provided with opportunities to work and provide for their performances, behaviour, contribution, and development towards the organisation.

Studies have shown a survey by CIPD that many businesses in the UK have been awarded and provided financial incentives for encouraging eco-friendly behaviour. Bonuses were provided to employees for creating a green culture and eco-friendly work practices with their efforts (Alwi *et al.*, 2024).

### 3. Professionalism matters

CIPD focuses on playing the role of an ambassador with integrity and promoting better work for the professional people. It's committed to value-based development and decision-making while using its expertise to understand value creation and balancing risk simultaneously. Recent CIPD surveys have shown that creating new professional development prospects and job enrichments have increased job availability, thus promoting working people over technology advancements (Fasae, 2024).

### **Their influence when practised in the workplace**

To work in people practise CIPD would need to focus on building trust and make decisions on the basis of above mentioned values that it commits to follow. It should put emphasis on creating an ethical climate providing norms about "the right behaviour" for professional people. The workplace environment needs to be flexible and also would provide job satisfaction and employee wellbeing. It's the set of rules for compliance and enforcement, even for decision-making purposes. The mental well-being of employees is to be prioritised while unethical behaviour and workplace politics should be eradicated. Rewarding professionals for their excellent performances should be normalised and accountability where required should be accepted.

## **AC 1.3 Importance of professional people participating in discussions**

### **Reasons for the importance of such participation**

Under critical circumstances, the workforce is expected to raise concerns that need to be dealt with beforehand. "Speak up" services are calling them directly or indirectly to discuss the matter which in turn would solve the problem quickly and safely without any risk. Failure in that matter from the practitioner's side would create disruption in innovations and creativity. There should

be other informal ways to speak up before breaking the regulations so that hierarchy doesn't become a barrier in the process. Professionals should focus on building cordial relationships with the workforce which would motivate them and they willingly speak up for the right thing without hesitation. Furthermore, it would help in recognizing workplace ethics that might need immediate concerns.

### **Reasons for failure to influence people by the people practitioner**

Research has shown that HR personnel believe they need no training for handling people and formal training is enough for coping with their roles. This leads to disruption in clarity of communication, further influencing discrimination, intensifying and overloading work for the junior rank staff (Anvari *et al.*, 2024). Studies have shown that most HR professionals are invested in solving workplace disputes which includes dealing with ethical issues, grievances, regulatory compliance, and investigating the issues. Leaving these problems to the line managers only leads to a lack of awareness and knowledge of fairness and justice (Ropper and Higgins., 2020).

### **AC 1.4. How and when to react on illegal and unethical matters**

In conducting people business, a people professional need to address unethical and Illegal situation and do so with the right ethical standards as well as the law.

For unethical matters, consider this example: Sexual harassment in the workplace can be as simple as a manager who gives certain employees preferential treatment in giving out tasks and rewarding deserving employees including promotions. This is best done when one notices that a certain employee has been treated preferentially, in a manner that is against the company's anti-favouritism policy. To deal with this, one should first identify cases of unfair treatment and record them systematically (Alkashami, 2022). Thirdly, take time and privately arrange a meeting with the manager and present to him/her the observed behaviour and effects and point out the provisions of the company policies and standards. Introduce performance assessments that will reduce the possibility of bias in the performance assessments. Lastly, briefly communicate to remind them that the changes are to be made.

In the case of illegal matters, for instance: An employee complains of discrimination based on race he or she faced in their working station. This ought to be raised as soon as one is briefed on

the report since it goes against the anti-discrimination laws. In response to this, it is crucial to record the account of the employee in writing whilst taking caution on bias. Explain to them about the rights and the policy of non-discrimination in the organization. Alert the management and corporate counsel and proceed to the company's legal process according to the set laws. Make sure that the complainant is protected and their identity kept off all internal and external communications (Petzer, 2020). If allegations are true, then it warrants the right action to be taken against the offenders. Organise extra diversity and inclusion training, so that such cases would not happen in the future.

Nonetheless, in both situations, swift action needs to be taken, it is crucial to adhere to the company policies, observe privacy and security measures, report every move made and seek legal advice if required. Handling such cases professionally in this capacity helps people practitioners maintain ethically and legally required performance besides promoting fairness in workplace.

### **AC 2.1. Theoretical perspective of people being valued and fairly treated in a business**

From a moral angle, and also from a business perspective, it is important for the workers to feel welcome and be treated right in the workplace setting. From an analytical point of view, the hierarchy of needs as postulated by Maslow exposes the belongingness need and esteem need categories (Russo *et al.*, 2020). Essentially, if inclusiveness promotes the social and esteem needs of the employees, they tend to be more engaged and productive. Moreover, there is Herzberg's Two-Factor Theory which suggests that the factors resulting in job satisfaction like recognition and being treated fairly have to facilitate performance to achieve more.

Inclusion and valuation in the workplace are also in congruence with Social Exchange Theory, which states that favourable treatment by employers leads to employee favourability. Respect and recognition can go a long way in showing the workers that they are appreciated and this leads to increased loyalty, commitment and ultimately, good performance (Isede, 2022). This helps to lower turnover rates and create a positive cultural setting within the workplace.

For the business venture, diversity in the workplace enhances creativity. RBV postulates that managerial resources, which include workforce diversity, could help generate more perspectives and ideas that can be used as a competitive advantage (Berrington, 2022). Moreover, companies

that embrace Diversity and inclusion management practices are likely to attract and retain the best workforce by out-competing other rivals.

My own experience aligns with the aforementioned theories of instructional communication. In my practice, I have noted that employee engagement tends to be higher at workplaces with strong procedural justice and promotions as teams become more creative and productive. Colleagues have always mentioned that a good approach and equal opportunity for all will enhance their sense of loyalty, thus helping the organisation to achieve better morale.

## **AC 2.2. Designing and inclusively checking people practises initiatives**

Integrating inclusive practices and ideals into the organisation's operations is the first step toward creating true inclusion. Even while the people profession cannot take full responsibility for inclusiveness, it nonetheless has a significant role to play. In addition to ensuring that policies and procedures are inclusive, they may help employees, line managers, and senior leaders develop inclusive behaviours and values. They can also challenge organisational values and behaviours that do not actively promote inclusion (Roche, 2021). Crucially, every action must be led by organisational data and thoroughly assessed; further study is required to determine the best practices for fostering inclusion.

Resilience is frequently cited as a source of both human and commercial benefit, therefore it's critical to comprehend what it means, how HR can promote employee resilience, and how to create organisational cultures that support resilience via people policies and practices, eventually helping to bring inclusiveness. Resilience enhances people's creativity and level of involvement at work in addition to their well-being and capacity to handle stress. Resilience helps inclusive people be better able to adjust, manage, and react constructively to pressures at work (Batool *et al.*, 2022). Strong bonds between the people manager and the employees benefit the entire team and promote resilience. Other behaviours that are crucial for a manager to exhibit include goal-setting, acknowledging accomplishments, mentoring your team, fostering a healthy work atmosphere, and soon

Checking Inclusivity after Implementation of an initiative: it should measure the participation rate and surveys of the employment; analyse impacts on a key metric like retention and promotion rates; Focus Groups and interviews; share findings and inclusive surveys and external audits.

### **AC 2.3. Building Inclusive and Positive Working Environment - Self-reflection and Feedback**

Being an aspiring people's professional, I understand that working with others and interactions have to be inclusive and positive. Regarding this, it is important that I embody the desired changes like positive and inclusive behaviour through which I would like to encourage and help the organisations I work in.

#### **Some key ways I try to work inclusively by incorporating expert feedback:**

- I pay extra attention and ensure that I listen with the purpose of absorbing the information, not just to feed the other person an answer. I listen by asking questions, rephrasing what I have heard and understood, and making sure that my whole focus is on the speaker. I think that active listening assists me in understanding various views, opinions, standpoints and perspectives of the people.
- I look for people who think and do things differently from me because I get different solutions for different problems. It is a practice that I take care of, not to end up talking only to familiar people or the most vocal in a particular group. It is always advisable to embrace diversity in ideas and opinions since it ensures that such an outcome is always the best.
- In my approach, I adapt the manner of communication with the people around me. Some choose email while others prefer phone, and some would rather have a face-to-face conversation. I also modify the kind of words that I use as well as the pitch that I employ depending on who I am addressing.
- When I see that exclusion or bias is taking place, I intervene, because I am unable to tolerate any discrimination. I do this softly, sometimes I try to accept suggestions and change the topic in a manner that includes the opponent. I also try to find how to integrate diversity into organisational procedures, standards, and functions.

#### **Some key ways I try to establish a positive working environment and relationships by incorporating expert feedback:**

- Some people may sometimes act in ways that may be perceived as wrong or ill-mannered, I will always presume they are naturally well-mannered but perhaps they are



having a bad day or getting misunderstood by other people. This assists me in keeping my cool and avoids any abusive response from my side as a people professional.

- Whenever there are problems arising, I try to find possibilities of solving the problems rather than dwell on the problems. I say “What can we do about this?” And come up with solutions. Despite any hardship, I remain optimistic. I smile and use a lively tone. Positivity is contagious and sustainable in the long run.
- I try to acknowledge small successes. Positive reinforcement can significantly boost people's motivation and create a positive culture.

As an aspiring people's professional and after seeking expert's advice, I understood that working with others and being inclusive is essential. This is a continuous journey of learning, unlearning and development, but one thing that is permanent to empowering individuals and organisations.

### **AC 3.1. The Evolving People Practitioner and My CPD Plan**

The people's practitioner role is changing in nature radically. Originally, the HRM was more operational and involved in tasks such as staffing and compensation. The new trend is more strategic and analytical and concentrates on the employee experience (EX) (Markey et al., 2021). This implies that people's professionals have to find ways to reinvent themselves.

#### **Key Trends Shaping the Evolution:**

- The Rise of People Analytics: Analysing data is important in determining the attitude of the employees, the lack of talent in the organisation and the potential need in the future. Skills in tools and techniques such as HR analytical tools will also be critical.
- Focus on Employee Experience: EX is a crucial element since it must be favourable for attracting and maintaining good employees. This calls for a better understanding of the employees' needs and designing programs that foster their health, participation, and growth.
- Acceleration of Digital Transformation and the Shift to a Hybrid Workforce: Remote workers present a challenge with regard to communication, coordination and performance regulation which demands new strategies of management. Such skills as virtual leadership and the use of tools will be an asset (Baughan, 2022).

**My CPD plan will address these evolving demands by incorporating the following elements:**

- Skills Development: I will take courses in HR analytics, data visualisation, and learning the design of enhancing the experience of the employees. This will enable me to convert data into actionable groundwork, which will enhance EX to the benefit of the organisation.
- Staying Relevant and Equipped: I will engage myself in continuing professional development activities such as conferences and webinars in order to enhance my knowledge of the current trends and practices in the management of people.
- Networking: Developing positive working relationships with other people's professionals in the virtual world will enable me to discuss effective practices in the field with the professionals and vice versa.

Thus, through consistent personal growth, skill development and staying updated on industry trends, the people practitioner position can be effectively achieved and managed in future (Mhone, 2022). This will enable me to ensure that I provide more strategic input to the achievements of my organisation's goals in sourcing, managing and developing a competent workforce.

### **AC 3.2. Self-Assessment of Strengths, Weaknesses and Areas for Development and Feedback for CIPD Associate Level HR Manager**

#### **Core Behaviours of HR Manager:**

- Professionalism and Ethics: HR managers possess an understanding of the CIPD Code of Professional Conduct while undertaking professional responsibilities.
- Resourcing and Talent Planning: HR managers are involved in building, sustaining and upgrading the human resource management system in an organisation.

#### **Self-Reflection about Strengths, Weaknesses and Developing Areas:**

- Strengths: I believe I possess a strong sense of professionalism and ethical conduct. I am committed to performing with utmost integrity, confidentiality, and fairness in all kinds of situations. I always try to be up-to-date on all the latest HR regulations and strive to embody the CIPD Code of Professional Conduct.
- Weaknesses: I understand the correct methods of recruitment but I have no prior experience in most of the broader areas of resourcing and talent management. I fail to identify and address barriers to development in the employees. At other times it can be

difficult to offer feedback constructively and this can be a major issue when one wants to encourage candid responses.

- Development Areas: Practical experience in having hard conversations with people can be awkward but necessary for personal and professional development. Creating a more easy-going environment can facilitate a culture of trust, well-being, and purpose both internally and externally in the person and organisation.

To gain a broader perspective, I spoke with experts in HRM. They agreed to my identified weaknesses and areas needed to be developed. They said that I excel at conducting efficient interviews and evaluations. They suggested that to further develop my expertise, I should consider seeking opportunities to participate in workforce planning initiatives and learn about talent mapping strategies.

**Actionable steps based on the feedback:**

- I will participate in future workforce planning processes and complete courses on recruitment and creating talent pools.
- In order to continuously update myself with the changes or updates to the CIPD Code of Professional Conduct.

This self-assessment strengthens my confidence in my professional conduct and ethical decision-making as I aspire to become an HR manager in near future. However, it also helped to identify the areas which needed to be developed through actively seeking opportunities and continuous learning. So, I can become a well-rounded HR professional who prioritises human resources above all.

**AC 3.3. CPD Plan: Addressing Development Needs for HR Management Post.**

**Justification of the Chosen Formal and Informal Developmental Activities**

Looking at the CIPD Associate Level HR Manager core behaviours I have self-assessed against I found out that I have challenges in Resourcing, talent planning and maintaining emotional intelligence. The following section encompasses the CDP plan inculcating both formal and informal sets of development and learning activities to combat the lapses present in me for the HR managerial position.

**Formal Learning:**

- CIPD Certificate in Resourcing and Talent Management: This is a twelve-month program that enables the acquisition of knowledge in workforce planning, talent acquisition and management of the talent pool. (Estimated time commitment: Learner engagement (10 hrs/week))
- Online Course: Talent Mapping for Business Success: This type of online course focuses on the specifics of talent mapping strategies and their utilisation in the talent acquisition processes. (Estimated time commitment: 2 weeks)

#### **Informal Learning:**

- Volunteer for Workforce Planning Project: I will show a willingness to my manager to be involved in the future workforce planning processes. This will give real-life experience on how the knowledge learnt in the classroom can be put into practice. (Estimated time commitment: This will depend on the size of the project that the business wishes to undertake.
- Join HR Talent Acquisition Online Community: It is recommended that access to practice forums with other professionals will be very fruitful and resourceful in terms of strategies for talent acquisition. (Estimated time commitment: The academic English writing (1 hour/week)).

#### **The rationale for Selection:**

- This qualification structure of the CIPD Certificate is ideal for acquiring a comprehensive knowledge of the resourcing and talent planning frameworks.
- The course is conducted online, and as for the key aspect I defined as an area of development – talent mapping, it seems quite suitable.
- Engaging in an actual project will help in cementing knowledge and working with other professionals in the field.
- Interacting with the online community helps one to keep learning as well as being exposed to new ideas in the talent acquisition discipline.

#### **Review and Evaluation:**

I will record my learning process in this CPD plan by creating a learning diary where I will list down the activities done, what was learnt, and how it was implemented at the workplace. I will revisit this plan after six months to check my progress and see if I need to further develop any of the skills. With this CPD plan, I shall be well-positioned to gain the required skills and practical

experience in resourcing and talent planning that will enable me to support the organisation's talent management agenda more effectively.

### **AC 3.4. Effectiveness of Developmental Activities in Respect to Enhancing Working Behaviour and Performance**

#### **Developmental Activity 1: Communication Skills Workshop**

Some of the topics covered in this workshop included the use of active listening, assertiveness, kinds of nonverbal communication and navigating communication with different populations. The role-play assignments were especially effective as they provided me with opportunities to apply the chosen communication strategies based on the other person's behaviour and circumstances.

Impact: After the given workshop I realised the extent to which I have advanced in the skill of interacting with colleagues and stakeholders. I listen to them with the intent to grasp the view they hold and adjust my methods of speaking to reach them. This has made my team more cohesive than before and the communication between the team members has been enhanced.

#### **Developmental Activity 2: Online Course: Managing Conflict in the Workplace**

This online course outlined the ways of managing conflict because it is inevitable in any organisation. The various types of conflict-handling techniques were especially useful in enabling the selection of the right approach to use when handling a particular conflict.

Impact: This course provided me with the strategies and assertiveness to confront coworkers about their performance. I am now able to determine the source of conflict and use the appropriate conflict intervention strategies for the development of mutual solutions. This has led to an improvement in the work climate in the organisation and employees work in harmony.

#### **Developmental Activity 3: Mentorship Program**

Being in a mentorship program with a senior HR professional made me learn various other HR practices and strategic decisions. The weekly meetings with the mentor allowed me to gain a more extensive focus on my position in the company.

Impact: From this mentorship, I was able to learn about some of the strategic areas of human resource management. I am now able to look at my work in a more progressive manner and be involved in strategic planning for the HR department other than the daily duties.

All these three development activities have been of great importance and have influenced my work behaviour and performance in this organisation. There are various ways in which I have benefited from this course; I have enhanced my communication skills, conflict resolution skills, and knowledge of strategic human resource management. This reflection proves that learning and development for the position of HR manager should be a continuous process so that changes can be managed and embraced in the organisation.

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