

DVP assessment activity 1 template

How to be an effective and efficient HR professional – written discussion

Name:

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a) CIPD professional map for HR Manager Role analysis

According to the research papers and official website, CIPD HR Professional Map is the element that sets out the activities, behaviour, and knowledge that must be exhibited by an HR professional in all the phases of its career. There are 10 professional areas that are covered in this map along with 8 behaviours and 4 bands of competencies. The band 1 represent the start of the career for an HR professional whereas Band 4 represents the knowledge, behaviour, and competencies of most seniors. According to the research papers that have considered CIPD Professional map (Such as: Ulrich et al., 2013) state that CIPD HR Professional map is designed in a way that makes it applicable and relevant for every HR profession functional anywhere around the world regardless of the nature of field, size of the organisation, and structure of the organization. The HR professional Map determines in the following areas to enhance HR skills:

- **Organizational design:** It is the main structure which needs to be managed by the HR professionals in an appropriate manner so that the organizational goals can be achieved.



- **Organizational development:** The HR manager must ensure the organizational culture, workforce, environment, and values needs to align towards the achievement of goals and objectives of the company (Coetzer, 2017).
- **Resource and talent planning:** It is one of the most important areas which need to be managed by the HR professionals by recruiting the right person for the right job at the right time in order to fulfill the gap towards the achievement of core competencies in order to gain competitive advantage.
- **Performance and reward:** It is important to develop an effective reward system which ensures the motivation of employees in order to improve organizational performance.
- **Employee engagement:** The HR manager must ensure the development of organizational activities which helps to engage the employees to improve their productivity and develop the feeling of belongingness among the employees.
- **Employee relations:** There should be clear roles and responsibilities with proper authority which ensures a healthy relationship among the organization and employees.
- **Service delivery and information:** All information needs to be delivering to the employees so that the employees are being informed regarding their work role and responsibilities.
- **Learning and development:** The training and development program need to develop by HR manager which ensures learning at all organizational levels.

The HR manager plays a vital role in the managing of human resource which helps to add value to the organization. It is necessary to gain appropriate knowledge and skills in order to perform two basic functions including the managing of human resource and overseeing the department functions. The HR managers are responsible for functional and strategic development in all HR discipline so the expertise of both general business and managerial skills with HR generalist needs to be developed in order to enhance the overall organizational performance (Federici, 2019). For example, the HR manager needs to identify the motivational factors for employees such as financial benefits which ensure the motivation of employees in order to enhance their individual performance. According to the CIPD professional map, HR manager of the company should be able to develop the organizational strategy, HR strategy and partnering the client.

Competencies HR professional for HR Manager

- **Individual/organizational:** The HR manager should work towards organizational growth and individual growth so that the core competencies can be achieved to improve organizational performance.
- **Past/Future:** The HR Manager should understand the HR policies and practices done in the past so that the appropriate HR strategy can be developed towards the achievement of the organizational goal by effectively conducting people management (Emmott, 2016).
- **Administrative/strategic:** The administrative work related to day to day activities should be effectively performed to smoothen the workflow and long



term strategies need to be developed by the company for achieving vision and mission of the company.

- **Event/sustainability:** The HR manager plays a multitasking role which includes effective training and development, communication structure, staffing, recruitment, compensation program with the sustainability in the organization.
- **Business/People:** The HR manager is responsible for human resource development as well as organizational growth so that the employee motivation can be ensured within a specific period of time.

HR professional skills and behavior for effective performance

- Trust relationship development:
- Understanding key organizational capabilities
- Making a change at the initiative, individual and institutional level
- Master technology
- Learn to do HR from outside

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The professional areas that is important for my dream role of HR manager is *employee engagement*. CIPD professional map suggests that this role allow the HR professional to work towards strengthening the association of all employees at the



workplace so that employees share more knowledge and work collectively towards the achieving mission and objectives of the organisation. The knowledge required in this professional area is employee relation, people practice, and culture and behaviour (New Profession Map). On the other hand, the skills that are required under this professional map includes influencing people how to behave at work, tailoring initiatives of employee engagement with enhanced outcomes, performing regression analysis and data reporting (The CIPD profession map: a guide).

Another professional area that is also linked with my dream HR professional role is *employee relations* wherein I will ensure the relationship is managed between an organisation and its employees using transparent policies and applicable laws. The core skills that are required in this professional map include supporting employees and managers to create clear, accurate and quantifiable objectives that can be linked with approaches of reward and performance management. Conflict management is also the skills that need to be exhibit under this professional area (The CIPD profession map: a guide). The core knowledge required in the professional area of employee relation includes people practice and analytics and creating values (New Profession Map).

By using the tactics of increasing employee engagement at work and developing the strategies that motivate employees to work more productively for the organisation, I will use employee engagement professional area at work. In this regard, the most crucial behaviour include role model, collaborative, skilled influencer, and personally credible. When influencing employees to work with more dedication and collectively



achieve organisational goals in a time frame, the behaviour of being collaborative, role model, skilled influencer, and personal credible would be necessary to be exhibit. Professional area of Employee relation can be used at the workplace in order to assess each employee whether they are capable of increments and promotions or not. The most crucial behaviour for this professional area includes decisive thinker, role model, the courage to challenge, and driven to deliver. Using these behaviours, I can analyse which employee is working hard for the organisation and which employees require to exhibit more productivity.

b) Self-assessment

According to the analysis of 'my CPD Map' diagnostic online tool, my current capabilities for analyzing key processes, system and structure are exceeding is exceeding, planning and managing the change is also high, organizational culture as a potential blocker to change the design is also high, identification of lesson learned means the analyzing individual performance by setting the benchmark to compare the individual performance, supporting managers to develop their team in order to ensure team management are high. But I need to work on ensuring the managers to understand the investment so that they will work to implement the change successfully in the organization. I need to work towards the development of effective training and development program to ensure learning and development at all organizational levels.



SWOT analysis

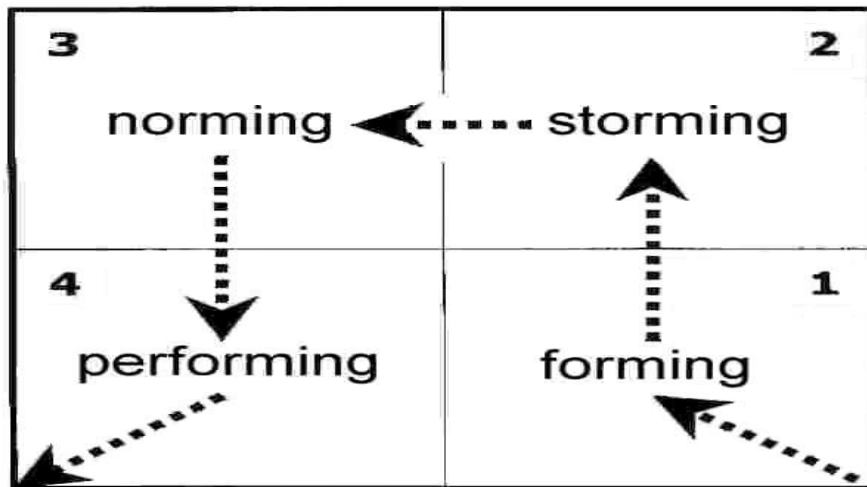
The below analysis is conducted in relations to the HR professional areas:

- **Strength:** According to the analysis, my area of strength includes organizational development, employee engagement, performance and reward system which helps to motivate the employees towards improving their performance to achieve organizational goals.
- **Weakness:** My weakness is a lack of understanding of learning and development strategies that need to understand organizational growth and development by improving the knowledge and skills of team members.
- **Opportunity:** The field of human resource is wide which helps to develop various skills such as analytical skills and development in various professional areas such as learning and development, service delivery and information, development of organizational strategies to ensure individual as well as organizational growth.
- **Threads:** It is important to develop HR skills otherwise I will not be able to perform roles and responsibility in an effective manner which may hamper the professional growth.

c) Elements of group dynamics

Group dynamics are defined as the complex forces which are acting upon the individual group and cause them to behave in a specific way. There are various forces which forces them to act such as interpersonal forces, intrapersonal forces, and environmental forces. According to Tuckman's theory, there are five stages of group development which are as follows:

- **Forming:** It is the stage first stage where the team members came to know each other in order to build trust and openness among each other.
- **Storming:** It is the stage where the highest level of disagreement and conflict arises among the team members. If the team members are not able to resolve it then the group split and it will become ineffective.
- **Norming:** It is the stage where the team members shared their expectations so that the feeling of group cohesion can be developed so that the team can decide the evaluation progress with cooperative efforts.
- **Performing:** It is the stage where the matured feelings are developed among the team members and conflicts are resolved in the organization through discussing the issues with group discussion so that the effective decisions can be taken to resolve the issues (Kiweewa, 2018).
- **Adjourning:** It is the stage where all group members experience the demobilization of the group after the accomplishment of the task.



Conflict resolution method

Conflict is defined as the problematic situation in which the interest of two or more parties appears incompatible (Johansen and Cadmus, 2016). The conflicts arise due to different goals, values, and previous experience. The conflict can be healthy if it is handled in an appropriate manner. The conflict situation is faced by every organization however the causes of conflict may be different. For example, the conflict for different stakeholders can be different which needs to be resolved as it impacts team members, organizational needs, personal needs, and organizational needs. The conflict resolution method is designed by Thomas and Ralph who reflects five methods to resolve the conflicts (Thomas, 1978).



1. **Collaborating:** It is a win-win situation in which both the parties are respecting on mutual concerns and to listen to each other so that the feasible solution can be determined (Elgoibar, Euwema, and Munduate, 2017).
2. **Compromising:** It is the situation where satisfactory results are determined both the parties gained so something but not everything.
3. **Accommodating:** It is the situation which is considered as the charity given to one other by considering the point of view of others.
4. **Avoiding:** It is the form of a disappointing situation where the individual is withdrawing by simply threatening the situation.
5. **Competing:** It is an uncooperative approach to resolve the conflict in which the individual is standing for their rights.

Performance-Review Conflicts

The HR professional needs to experience performance review conflict where then negative performance review needs to be discussed with the employees in order to provide the appropriate feedback to improve their performance within the specific period of time (Hamberger, 2018). On the basis of performance review feedback appraisal in monetary terms can be done. But employees don't agree with the



management decision related to the percent of the hike, bonus, and rewards which may demotivate the employees in order to enhance their performance and accept the management decision related to performance management. The conflict resolution plan needs to be applied in order to resolve the issues of performance faced by the employees so that the organizational performance is not impacted by conflicts.

The group elements which may be faced by the HR professionals include the environment, personal and leadership which impacts on the organizational performance that leads to demotivate the employees and impacts on individual performance (Hamberger, 2018). The performance issues are faced by the HR professional who needs to be resolved by applying a collaborating technique which helps to develop a win-win situation for the organization and employees in order to enhance their performance by resolving the conflicts within the specific period of time.



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