

CASE STUDY



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Linda Thomas (CFCIPD) has been a member of the CIPD for 20 years, since she qualified with the CPP. Linda has worked both in the private and public sector but she started her career with one of the largest food retailers in the UK, (Tesco). This opportunity provided her with a fantastic grounding in business skills and learning how to be an integral part of the business. Linda has recently taken on a role as Senior HR Business Partner with The Royal Marsden NHS Foundation Trust after a period in policing. Read Linda's story to see how she used the Profession Map to identify her strengths and development needs in order to truly operate at the most senior level and to upgrade her membership status to Chartered Fellow.

Q1 How did you hear about the Profession Map (PM)? What made you choose to use it?

A I initially heard about the Map through reading the *People Management* magazine when it was first published. Some time later I attended an in-house conference where a CIPD representative explained it to me. I then read all the literature that the representative had given me, and this encouraged me to review the Map in a more structured way to assist in identifying my personal development needs and to help me decide on specific interventions to support my career development.

The Profession Map



Q2 Can you briefly describe how you used/are using the PM?

A Following my initial review of the Map, and talking it through with a colleague who was keen to upgrade her membership, we realised that we could support each other in this work and tie the two together. Having reviewed the upgrade application form and process, we were aware that there were sections on CPD and that by looking in more detail at the Map it would highlight areas of development that could be noted on the form. I spent a couple of hours reviewing each section of the Map so that I understood how it could be used and the best way to approach it.

My colleague and I then agreed that we should complete the self assessment for both tasks and behaviours. We started off by completing one each and then reviewing the results together. Subsequently, we agreed to work through each element and set an agreed target date to complete this.

Q3 When was this?

A We commenced this process around May 2011, as part of our internal performance process, identifying this as part of our development objectives.

Q4 What was the main objective?

A For me, I wanted to clearly identify my behavioural development needs, together with understanding any technical knowledge gaps so that I could clearly consider what interventions would be most useful. My colleague's primary objective was to achieve Fellowship of the CIPD.

Q5 Which areas of the PM did you use, and why?

A I reviewed each individual area of the Map, using the activities listed to guide me to knowledge and experience gaps; and also understanding activities I should be letting go of/delegating in order to be seen to be operating at a more senior level. I focused on the behaviour descriptors which I found really useful, particularly the contra-indicators. Both my colleague and I completed the full self assessment to assist with our Chartered Fellow applications.

Q6 Did you adapt the PM content to your organisation? If so, how?

A No, I was not aware this could be done. However, I encouraged other colleagues to use it in their own self development activities. Once completed, and being so impressed with the results I then organised for representatives of the CIPD to attend an HR Meeting and present the Map to my wider peer group.

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Q7 What has changed and who has benefited?

A The output from the self assessment has demonstrated to me the variety of resources available through the CIPD website, and has helped me to focus on a couple of key activities for development for the coming year. Both me and my colleague achieved our status upgrade and are now both Chartered Fellows of the CIPD.

Q8 How do you plan to use the PM in the future?

A I am just about to start a new job and I understand that there has been work carried out in my new organisation to correlate their competencies with the Profession Map. I am keen to work further with the CIPD in support of this and to assist my new organisation to make full use of the Map and the resources available.

Q9 Any more information?

A Whilst initially the content and complexity of the Map can appear quite daunting, it can be used in bite-size chunks very easily. For example, if you are aware that you have a development need around influencing or developing strategy you can easily focus on just those elements of the self-assessment or the resources available. I believe the Map can also be used when helping people to plan their career as the step changes required through the bands can clearly identify gaps and requirements.

“I would recommend anyone who wants to progress, or just improve their HR Practice, to use this well-researched tool. In fact I was so impressed I arranged for a member of the CIPD to attend one of my HR meetings in the British Transport Police to encourage my colleagues to make use of it.”

Linda Thomas, Senior HR Business Partner, The Royal Marsden NHS Foundation Trust

The Profession Map is a useful tool that can be used on an individual level as well on an organisational level and it is free for members and non members to use. The Map sets out the expected behaviours and competencies that determine what the best HR and L&D professionals and organisations are doing, what they know and understand to really make a difference and drive organisational performance. The Map can be adapted to fit different environments as well as circumstances and can also be used to support your own professional development and help you plan your career path.

If you have been inspired by Linda's story and want to find out more about the Profession Map, use to aid your professional development or upgrade your membership status please visit cipd.co.uk/professionmap