DERBYSHIRE County Council

Improving life for local people

INVESTORS IN PEOPLE

CIPFA

CPD Guidelines

for

CIPFA Members

Introduction

CIPFA have introduced CPD for its members, with a phased implementation starting from January 2005. CPD is a process which enables you to maintain and develop relevant skills and knowledge throughout your career.

CIPFA recognises an increasing number of employers particularly those with Investors in People accreditation, have or are in the process of implementing their own personal development schemes. Within Derbyshire County Council these schemes are known by different names but are usually based on planning, recording and evaluating development.

In light of the above, CIPFA have accredited the Council's personal development scheme. This means that you will not be required to complete two sets of paperwork, as the documentation from the Council's scheme will be counted as your participation in CIPFA's CPD scheme. **You must register with the scheme and declare participation in the CPD scheme.**

To register visit
http://learning.cipfa.org.uk/ipfvalidation/login/login.asp?type=OTHER&dest=learning.cipfa.org.uk/register_member.asp

Once you have registered with the scheme you must ensure that you undertake and complete a personal development review with your line manager at least once year, which should be clearly documented.

Participants will be required to undertake a minimum of 120 hours of activities over a three-year period with a minimum 20 hours of verifiable activities in any one-year of the three years. This may be when development activities are low in a particular year but you will need to make up the hours over the two remaining years.

Further guidance on CPD activities can be found by clicking here.

Purpose

The purpose of these guidance notes is to assist you with the completion of your Personal Development documentation and to ensure that you are meeting the requirements of your CPD.

Personal Development Review

Aims

The main aims of a Personal Development Review are:

- The achievement of individual and departmental outcomes.
- The identification of individual training and development needs.

Principles

The Personal Development Review is based on the following principles:

- Achieving the targets in the business plan through agreeing individual objectives.
- Encouraging personal development and meeting training needs.
- Giving constructive and positive feedback on performance.
- Giving feedback based on examples and evidence drawn from experience over the year and from a range of sources.
- Structured to encourage open communication and exchange of views between Reviewer and Reviewee.

Benefits

To the Council

- Improved overall performance
- Relating departmental objectives to Council plan
- Opportunity for 2-way communication and information to be cascaded
- Identification of training and development needs
- Evaluation of training and development and of meeting targets
- Longer term worforce planning.

To the Individual

- Clarity to role and expectations
- Opportunity for 2-way communication
- Constructive feedback on performance
- Identification of personal training and development needs
- Opportunity to identify personal development and longer term career aspirations.

Personal Development Review Checklist

Preparation
- Prior to your review it will be useful if both employee and line manager refer back to the previous personal development record.
- A suitable room should be identified which will be accessible and free from interruptions.

The Review Interviews
- The personal development review discussion should be open and objective. It is an opportunity to discuss work related objectives, training and development needs and to agree an action plan for the future.

Confidentiality
- The personal development forms are confidential documents and should be stored securely.

Follow up
- It is important that agreed actions are followed up and that objectives and personal development plans are updated as necessary.
- Personal development reviews should take place at least annually.
- Follow up meetings should take place at least once between personal development reviews.

Individual Objectives
It is important for all employees to have a clear understanding of the department's aims and objectives and to understand how they personally contribute to achieving these.

The review provides an opportunity for each employee to discuss with their line manager their section's/division's objectives and how these relate to the individual and their job.

Setting new objectives
1. Focus on the bigger picture and what role you can play.
2. What are the main challenges over the next 12 months?
3. What are the key issues in your job?
4. What do you need to achieve?
5. Phrase this in SMART terms.
6. You should have discussed and agreed your objectives!

Objectives

Specific

Together employee and line manager should focus on output/results rather than activities: "90% *of invoices issued within 7 days"* is better than *"Provide assistance to the accounts team"*

Clarify what success will look like rather than merely indicating the direction you want to move in. *"To ensure that the mileage budget is cut by 5%"* is better than *"To reduce expenditure"*

Measurable

It may help to think of an objective as having two parts:

- End Result – A general description of what you want to achieve.
- Measures of success or critical success factors – Which clarify any ambiguity and describe how success will be measured.

Agreed

The agreed objective should come from the employee, as they are the person who has to achieve it. It is helpful if employees can draft objectives and work with their line manager to fine tune it.

Realistic

Objectives should describe things that are achievable. The review process is a long term policy, don't go for mountains, go for the steps that lead up to the summit. One of the ways that people can "fail" is by agreeing to impossible objectives.

Time-related

Break complex objectives into parts and agree a timescale for meeting each.

Review of previous objectives

Managers and employees should discuss openly whether or not the objectives set at the previous review have been achieved. It will not always be possible to achieve objectives and much can be learned from analysis of why an objective was not, or not fully completed. **It is important for CIPFA members to reflect on the development activities undertaken and to comment on the usefulness of the activity; what you have learnt; how this acquired knowledge or skill will be used in the future and how far it has met your objectives. Your reflection should be recorded in your Personal Development documentation.**
It will be useful to record:

- Key dates – when the learning took place.
- What you did – the type of learning activity e.g. project work, attend meeting, reading etc.
- Why – what was the purpose of the activity?
- What did you learn – Be specific about this!
- How will you use the learning – identify opportunities to implement what you have learned.

Any further action – what do you need to do next?

Can you apply the learning in other areas of your work?

How will you do this?

Management Development Framework

The purpose of the Developments Frameworks Project is to provide managers working for Derbyshire County Council with a development framework which will allow them to understand the key skills and behaviours they need to possess in order to be successful in their role.

If you have attended any of the workshops, you should refer back to your self evaluation sheets which you should have completed following your attendance at the workshop. In doing so, you should be able to identify areas for development which will assist you in completing your personal development plan.

Personal Development Plan

Employees are encouraged to think about their aspirations, strengths and development needs and their future.

Through discussion with their line manager you are encouraged to develop a focused personal development plan. It will be necessary to consider:

- Current job details, including main purpose and objectives. (This will assist you to clarify and re-focus on the purpose of your current role within the organisation.)
- Key issues in next 12 months (i.e. what 'big issues' or challenges you will face in your job in the next 12 months).
- Development Goals (what do you need to achieve).
- Career Goals (what are your career aims for the next few years).
- Agreed development opportunities, i.e. formal training, coaching,
- mentoring, job swap, secondment, project work, work shadowing or extended experience.

Evidence

As part of the CPD process you may be asked to provide evidence of your CPD activities. Examples of suitable evidence are:
- ➢ Minutes of meetings
- ➢ Emails
- ➢ Reports

A record of any training courses which you have undertaken can be obtained from the Council's learning and development system.

Summary Checklist

- √ Ensure you complete a personal development review with your line manager at least once a year.
- √ Set SMART objectives for your learning and development
- √ Ensure the activities identified meet the required minimum of 120 hours over a three year period (minimum 20 hours in any one-year of three years)
- √ Review previous objectives, reflecting and commenting on the usefulness of each activity, which should be clearly documented.
- √ Ensure you can provide appropriate evidence of your activities as you may be required to provide CIPFA with these details.

Further guidance regarding Continuing Professional Development is available from the CIPFA website www.cipfa.org.uk

A site has been created on DNet which is intended to provide employees with further information regarding CPD which will include links to the CPD area of the CIPFA website as well as articles which could form part of Members CPD activities.

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