
PEOPLE PROFESSIONALS AND INCLUSIVITY IN THE WORKPLACE

Konstantine Petriashvili¹

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ABSTRACT

The importance of professionals in an organization cannot be overstated. They should benefit the organization, society, and themselves by creating goodwill and wealth for the company, developing others, and building a strong and qualified work environment. To stay relevant and up-to-date in their work, professionals should engage in Continuous Professional Development (CPD), which can include attending workshops, training courses, conferences, self-directed and online learning.

Personal values such as equality, valuing others, and fairness are crucial for people professionals as they approach their work. Ensuring equality in the workplace is vital, as is valuing others, which can help build positive relationships among co-workers. Fairness ensures that all employees have the same opportunities and access to resources and opportunities. Management should establish rules for discussions and provide a method for presenting ideas, ensuring that all employees understand what is expected of them and how they can contribute.

Employees may voice concerns about ethical standards or regulations, such as instances of discrimination or harassment in the workplace. To address such concerns, organizations should have whistleblowing policies in place that provide employees with a safe and confidential means of reporting such issues.

Incorporating ethical principles into Human Resources (HR), Learning and Development (L&D), Organizational Development (OD) practices in the workplace is known as ethical people practices. Organizations have a responsibility to treat employees with dignity and respect, viewing them as a valuable resource. One way to address the shortage of diversity in the workforce is to implement diversity and inclusion programs that include workshops, training, and recruitment processes aimed at increasing diversity. Additionally, measures such as flexible working hours and cultural celebrations can promote diversity and inclusion within the workplace.

Keywords: Professional person, Inclusivity, Fairness, Continuous Professional Development (CPD), Whistleblowing, Learning and Development (L&D), Organizational Development (OD)

¹ Head of the International and Regional Security Course at the Defense and Security Training-Analytical Center, Colonel of LEPL – Defence Institutional Building School, PhD of Social Sciences

INTRODUCTION

All organizations need more professionals. All managers express their desire to have more professional employees. But how to determine who is a professional in the company? Does the employee turn into a professional at work after working for a long time or after completing specific qualification courses? And is there anything to measure when a servant can be a professional? Is there anything to estimate when a servant can become a professional?

The formation of best practices in businesses, the significance of luring and keeping qualified workers, and the application of inclusive behaviors and ethical standards in the workplace are all covered in the present article. Making an employee a "professional" takes a lot of effort and time.

Organizational units in the public and private sectors should pay attention to this issue. The expanding tendencies in the globalization of corporate and technological ties, which disturb isolation and monotony for state entities as well as business structures, make the study relevant.

The organization's everyday operations are increasingly incorporating policies that are open, integrative, and compatible with external actors. Additionally, it is crucial for all firms to have a "professional" employee in this activity.

The paper's research aligns with the Associate Learning & Development Program (Level V) of the Chartered Institute of Personnel and Development (CIPD). The article presents the conclusions drawn from the analysis of the problem.

An employee is referred to as a "professional" when co-workers and managers see them as competent and qualified specialists. Professionals ought to benefit him, the company, and the community. They must build the company's reputation and fortune while working to help others grow.

People's practices in today's society have brought many areas where professional employees are needed. Among them, HR has become a multidisciplinary service that needs to combine various functions and tasks. Accordingly, the areas that are necessary for the proper functioning of the organization require the inclusion of "people professionals," such as Learning and Development (L&D), Organizational Development (OD), Organizational changes, recruitment, the implementation of information systems in HR management, and others.²

Today, professionals are perceived as unwavering defenders of professional standards ("Why we call it the people profession | CIPD," n.d.). People who protect the organization's values, are loyal to their work, are distinguished by objectivity, law-abiding behavior, and

² ("Professional courage and influence | CIPD Profession Map," n.d.)

critical thinking, are always directed toward the development of themselves and the people around them and are honest and diligent in their work.

MAIN PART

People's professional implications for CPD

Continuous Professional Development (CPD) is an ongoing effort to keep one's knowledge and skills up-to-date and relevant to their work. This can include attending training courses, workshops, and conferences, self-directed learning, and online learning. Reflective practice is a way to improve personal and professional development by critically reflecting on past experiences, considering new perspectives, and making changes to future actions.³ Both CPD and Reflective Practice are essential for professionals to continuously develop their skills, stay current in their field, and improve their practice for better outcomes.⁴

The role of a people professional is evolving from administrative duties to more strategic positions that require a people-focused approach. They need to understand employee needs and expectations and address them effectively. Technology has impacted the role of people professionals, making it imperative for them to be tech-savvy and familiar with various HR technologies.⁵ Specialized job titles, such as Chief Happiness Officer, Chief Heart Officer, and Lead People Data Scientist, have emerged in the field of people management to reflect these changes.

The changes in the role of a people professional have also impacted the nature of CPD activities. CPD activities must reflect the demands of a more strategic and tech-savvy role. This includes developing digital skills and strategic and data-driven thinking. CPD activities are becoming more flexible and accessible, emphasizing self-directed and online learning, allowing professionals to keep their knowledge and skills up to date while balancing their work and personal commitments. Technology is changing how CPD is delivered and accessed, with online learning platforms and mobile apps becoming more common, offering professionals the opportunity to learn and develop their skills at their own pace from anywhere.⁶

Ethical values in the organization

Personal values such as equality, valuing others, and fairness influence how you approach your work as a people professional.⁷ Equality is essential in the primary workplace. Regardless of an employee's background or identity, equity helps everyone have the same opportunities. By promoting equality in the workplace, the organization creates a more

³ ("Continuing Professional Development (CPD)," n.d.)

⁴ ("Reflective Practice in CPD activity – what does it really mean? | The CPD Certification Service," n.d.)

⁵ (Rolfe, 2017)

⁶ ("The Future of: Digital Technology for CPD," n.d.)

⁷ ("Core behaviours | CIPD Profession Map," n.d.)

inclusive and diverse work environment where all employees feel valued and respected. (“Equality, diversity and inclusion,” n.d.)

Valuing others is crucial to me because it helps me build positive relationships among co-workers. When employees feel appreciated and respected by me, they trust me more, and the work is more efficient. Fairness gives all employees the same opportunity and access to resources and opportunities.⁸ For me, a fair environment is an essential part of the organization's culture. Fairness increases employees' motivation and involvement in achieving the common goals of the organization.

One example of employees contributing to discussions in an informed, clear, and engaging manner could be through an open forum. This provides a secure and confidential venue for workers to express their ideas, thoughts, and comments.⁹ To ensure that the talks are well-informed, management should give frequent updates on pertinent issues and encourage staff to conduct their own research and gather knowledge. Management should establish rules on the topics that are open for debate and the method for providing ideas to clarify the conversations. This ensures that all employees understand what is expected of them and how to contribute.

To make the discussions more fascinating, management may encourage employees to share their own experiences and perspectives and provide opportunities for cooperation and teamwork.¹⁰ This contributes to a more collaborative and inclusive workplace atmosphere where all employees feel appreciated and engaged.¹¹ (See figure 1)

Professional courage

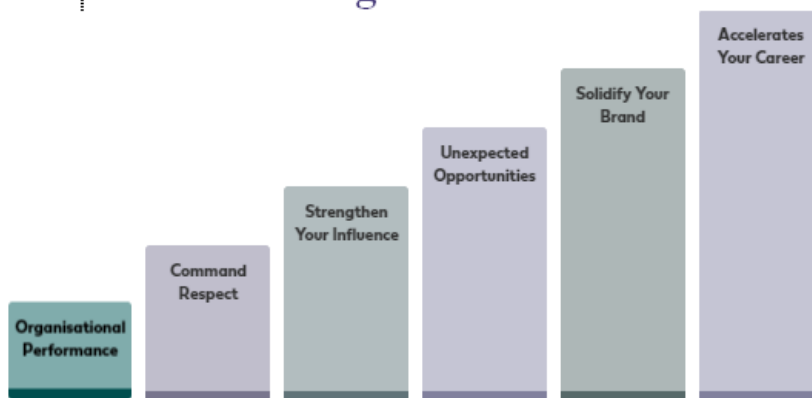


Figure 1

⁸ ("7 Ways To Exhibit Fairness in the Workplace | Indeed.com," n.d.)

⁹ (Admin, 2020)

¹⁰ ("Creating Engagement Through Discussion Forums," 2018)

¹¹ ("5CO03 - Week 1: Professional and ethical behaviours in the context of people practice - Your study activities | Avado Learning," n.d.)

Being courageous as a people professional, ensuring vital processes are followed, and continually improving practices are critical to delivering the greatest outcomes for workers and the business.¹²

Improving HR processes: This might involve evaluating and upgrading HR rules and procedures, streamlining the recruiting and selection process, or launching new employee engagement programs.

Improving L&D practices: This might entail launching new training and development programs, upgrading current ones, or expanding possibilities for on-the-job learning and development.

Improving OD practices: This might include examining and upgrading Organizational structures and procedures, enhancing communication and cooperation, or introducing new employee well-being initiatives.

Speaking up about unethical or discriminatory practices: If an employee observes or encounters unethical or discriminatory activity, it is critical to speak out and bring the situation to the attention of the appropriate authorities.

Ensuring compliance with rules and laws: Human resources experts must ensure that the business complies with all applicable laws and regulations, such as equal opportunity legislation, health and safety requirements, and data protection laws.

The use of ethical and successful HR, L&D, and OD practices in the workplace is referred to as good people practices. Attracting and keeping top personnel, offering chances for employee development, creating a healthy work environment, and maintaining compliance with laws and regulations are all part of this.¹³ Organizations may enhance employee satisfaction, enthusiasm, and engagement by implementing effective people practices, resulting in greater efficiency and success.

Can someone disobey the law or moral standards?

A scenario of discrimination or harassment in the workplace might be an example of employees voicing concerns about problems with ethical standards or regulations. (Boatright and Smith, 2017, pp. 65–81) For example, a worker may observe, or experience discrimination based on gender, color, or religion and is hesitant to speak out about it.

In this case, the employee can voice their concerns using the organization's whistleblowing policy, which provides workers with a secret and safe way to express any issues about unethical behaviors or violations of business policies or regulations. Policies or leadership techniques of the business, such as the CIPD values and Code of Conduct, can advise

¹² (Kohnen, 2006)

¹³ ("Chapter8 - The professional and ethical approach to HRM and L and D.pdf," n.d.)

on how to manage such complaints and guarantee that the issue is dealt with swiftly and equitably.¹⁴ Considering a different case, such as unfair dismissal, concerns can be raised by challenging the decision through the organization's internal grievance process.¹⁵ If the organization does not have a grievance process, or if the process does not lead to a satisfactory resolution, it may also lead to the employee expressing dissatisfaction outside the organization. Leadership is also critical in resolving ethical problems and fostering an environment of openness and accountability. For example, they can give staff training and assistance on how to raise issues and resolve disputes, promote open communication, and encourage employee participation and feedback. Organizations may develop a good reputation and foster trust and respect among workers, customers, and stakeholders by addressing ethical problems and creating a culture of openness.

The role of social theories in the workplace

Ethical people practices refer to the application of ethical principles in HR, L&D, and OD practices in the workplace. These practices are based on the belief that people are a valuable resource, and that organizations are responsible for treating employees with dignity and respect.

Daniel H. Pink, in his book "Drive: The Surprising Truth About What Motivates Us," argues that people are motivated by three factors: autonomy, mastery, and purpose.¹⁶ By applying ethical people practices, organizations can create a work environment that supports employee autonomy, mastery, and purpose, leading to increased motivation and engagement.

Abraham Maslow's Hierarchy of Needs theory also supports the argument for ethical people practices.¹⁷ The theory suggests that people have basic physiological and safety needs, followed by love, esteem, and self-actualization. Organizations can help employees fulfil their needs and support their overall well-being by providing a supportive and respectful work environment.¹⁸ (See Figure 2)

¹⁴ ("Employee Voice | Factsheets," n.d.)

¹⁵ ("Unfair Dismissal Q&As," n.d.)

¹⁶ (Pink, n.d., pp. 29–45)

¹⁷ ("Work motivation: an evidence review," n.d., p. 9)

¹⁸ ("5CO03 - Week 2: Collaborative working strategies - Your study activities | Avado Learning," n.d.)

Maslow's Hierarchy of Needs (1943)

There are five basic needs in Abraham Maslow's Hierarchy of Needs model: physiological, safety, belongingness and love, esteem and self-actualisation.

Select the hotspots below to read more.

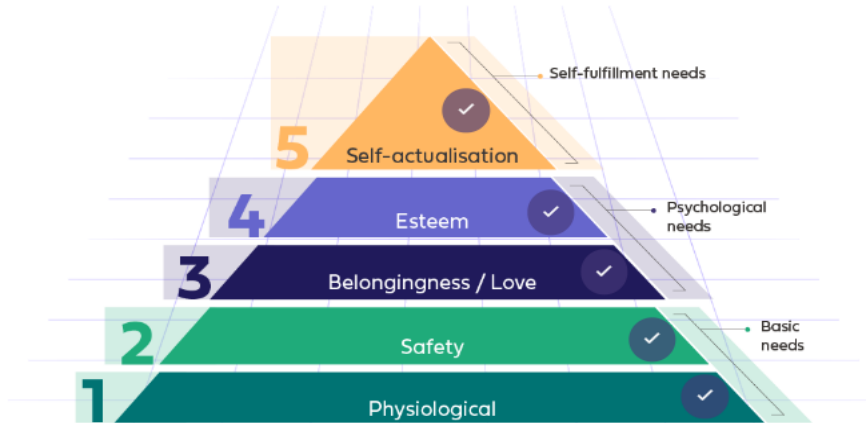


Figure 2

Rock's psychological ownership theory states that people naturally desire to claim ownership over their work, leading to a sense of pride and responsibility. Ethical people practices, such as fair treatment and opportunities for employee development, can foster a sense of psychological ownership and increase engagement and motivation.¹⁹

The SCARF model

David Rock's SCARF model, developed in 2008, describes the social values that drive behaviour. Rock's neurological research suggests that some brain activity can be triggered by an individuals' perceptions about the way they are treated by other people.

There are five social concerns that drive our behaviours.

Select the hotspots below to read more.

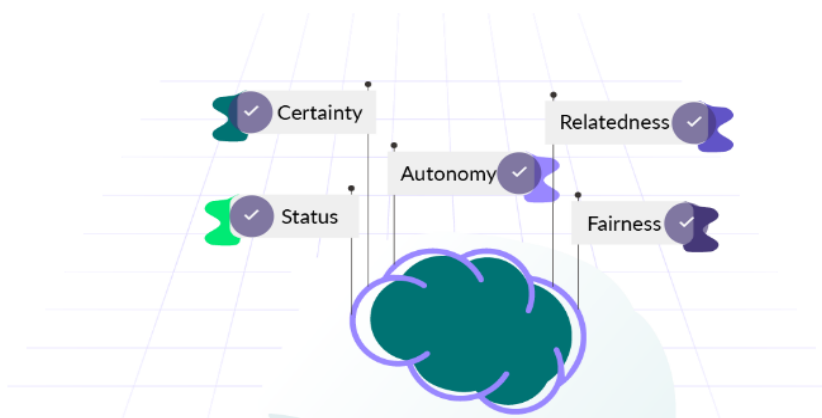


Figure 3

¹⁹ (See Figure 3) (“5CO03 - Week 2: Collaborative working strategies - Your study activities | Avado Learning,” n.d.)

Feeling involved, respected, and fairly treated at work has significant financial and personal advantages. Employees are more likely to be motivated, engaged, and devoted to their job when they believe their efforts are recognized and they are treated fairly. This, in turn, can result in higher job satisfaction, improved worker well-being, and lower illness rates. Furthermore, when employees feel valued, they are more likely to stay with the company, lowering turnover costs and increasing organizational stability. Additionally, when employees are healthy and happy, they are more likely to be productive, which leads to improved organizational performance.²⁰

Organizations can address the shortage of diversity in the workforce by implementing a diversity and inclusion program. This program should include workshops, training, and recruitment processes aimed at increasing diversity and measures to promote diversity and inclusion within the workplace, such as flexible working hours and cultural celebrations. This solution creates an inclusive and fair work environment, increasing engagement and creativity and reducing legal risks.²¹

To design an inclusive solution, organizations must gather data from stakeholders and engage them through open communication. To check if the solution is inclusive, regular formal feedback sessions and informal communication channels should be used to gather input and identify any challenges.

By implementing these strategies, organizations can ensure that solutions meet the needs of all stakeholders and lead to a positive and productive work environment. The well-being and success of all employees can be supported by creating a diverse and inclusive workplace.²²

To design an inclusive solution, research should be conducted to understand the needs and perspectives of employees, customers, and stakeholders. Stakeholders should also be engaged through open communication and consultation activities. Checking the solution for inclusiveness involves seeking feedback through formal and informal methods, such as surveys, focus groups, one-on-one meetings, and regular communication.²³

These strategies help organizations design and evaluate solutions that meet the needs of all those they are aimed at, leading to a positive and productive work environment that supports the well-being and success of all employees.

CONCLUSION

The role of professionals in organizations is to maintain professional standards and values while developing themselves and those around them. Technology has transformed CPD

²⁰(Pink, n.d., pp. 49–52)

²¹ (Hamill, n.d.)

²² (“How does employee well-being link to diversity and inclusion?,” n.d.)

²³ (“Formal and informal feedback in the workplace | Firmbee,” 2022)

delivery, with online platforms and mobile apps enabling learning at one's own pace from anywhere. Personal values and beliefs, particularly equality and fairness, play a crucial role in shaping work relationships and colleagues' interactions.

Effective people practices, established and maintained by people managers, can enhance employee satisfaction, enthusiasm, and engagement, resulting in greater efficiency and success. Such practices promote transparency, accountability, high ethical standards, and a positive work environment, leading to concrete financial and human advantages. Organizations can boost employee motivation, engagement, and performance by supporting well-being, creating a productive and sustainable workplace.

Designing an inclusive solution requires research to understand employees', customers', and stakeholders' needs and perspectives, with open communication and consultation activities involving stakeholders.

Recommendations:

Organizations should prioritize effective people practices, which promote high ethical standards, transparency, and accountability, for a positive and productive work environment.

Professionals should take advantage of online learning platforms and mobile apps for continuous professional development, enhancing their skills and staying up to date in their fields.

Personal values and beliefs, such as equality and fairness, should be prioritized in work relationships to promote positive interactions among colleagues and enhance employee satisfaction.

Organizations should support employee well-being to boost motivation, engagement, and performance and create a productive and sustainable workplace.

Designing an inclusive solution requires research, understanding, and engagement with employees, customers, and stakeholders to meet their needs and perspectives effectively.

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