ASSOCIATE DIPLOMA IN PEOPLE MANAGEMENT

5HR03

ASSIGNMENT WRITING GUIDE

REWARD FOR PERFORMANCE & CONTRIBUTION

THE ASSIGNMENT WRITING GUIDE

Oakwood International prides itself on supporting our learners. Your success is our success!

You have engaged in a globally-recognised qualification which will drive your career forward, and this is the final step in achieving your goal: writing your assignment.

Oakwood International knows that balancing an intense and demanding work life with your personal and home life is challenging. Adding a global qualification into this mix can be difficult. *How do I find the time? How do I answer questions in a second language?* Oakwood International understands these challenges and therefore, we have created this critical document to guide you to success. Using this document and the resources we suggest makes you more likely to achieve your goal.

The LAB (Learner Assessment Brief)

When you submit your work for assessment, you need to feel confident that your submission meets the assessment requirements. This means the marker must be sure you have demonstrated sufficient knowledge and understanding to justify a pass against every Assessment Criteria (AC). Failure in just one Assessment Criteria will result in a fail grade and you will be required to resubmit your answer(s) again. This will delay the completion of your qualification. So let's ensure together this does not happen.

You will see on your LAB that this assessment is divided into tasks. Each task has a question that you must answer. Please note that many tasks have more than one element to consider, so read the task carefully. The CIPD link an AC to each question. For example:

Task One

Evaluate the principles of reward and its importance to organisational culture and performance management. (AC 1.1)

This guidance document tells you exactly what you MUST do to achieve a pass on the AC.

You will also see that we have provided a range of research sources that you can use to inform your answers. These resources have been drawn from valid, reputable sources – including the CIPD – and all are assessed to be appropriate as reference sources for your written assignment.

Please note that at this level, all AC's MUST show evidence of secondary source use. Failure to demonstrate that you have undertaken wider reading and included your correctly referenced sources will mean your answer will be failed. You should be using up-to-date sources from within the last five years.

Important Notes

As with any research source, you must acknowledge where and how you have used it to answer the question. This is what referencing means. Every source used in this document has the source reference included. These are mostly URL links. If you use the resources we have given you to support your written assignment, the source reference included in this document is what you use. There is detailed guidance on how to set out your short (in-text) and long references on **Oakwood's Learner Hub**. If you do not reference correctly, your work will be seen as plagiarised. This is a serious offence.

Our marking system uses Turnitin (https://www.turnitin.com/regions/uk), which will tell us the percentage of copied and pasted content. It will also show us if you have copied content from another learner's submission. Work found to contain plagiarised material will be returned unmarked. Serious or repeated plagiarism will be reported to the CIPD, who could remove you from the qualification. Therefore, make sure you reference correctly!

Word Count

Please stay within the word count. The limits are + or – 10%. One of the biggest challenges of this program is to avoid exceeding the word count. But being concise and clear and not using unnecessary wordage is a crucial business discipline you must learn. It is always best to stay under the limit on your first submission because if your work is referred, you may be required to add more information. The word count should be updated on each submission.

Check your work before submitting it. Never rely solely upon a spellchecker. Read through your work carefully and avoid unnecessary errors in spelling and punctuation. Check your formatting and ask yourself if it is clear and professionally presented.

Avoid using bullet points and short statements. You should provide a full narrative. The marker will expect to see evidence of your knowledge and understanding – bullet points and short statements will not evidence this.

Structure

Oakwood advises that you always structure your answers using subheadings. Often, AC's have more than one element that must be covered, and this will help ensure you include everything required. It will also make your answer clear for the assessor.

Completion of the LAB

At the end of this document, there is a checklist. You MUST ensure you have used this checklist. Failure to do what is asked will mean your LAB is returned unmarked. This will then delay the marking process and the completion of your qualification. Therefore, USE THIS GUIDE to ensure your success.

We at Oakwood International wish you every success in this big step forward. We have a dedicated support team if you have any questions regarding the LAB and your assessment. Please email learners@oakwoodinternational.co.uk and ensure you include your cohort number in the subject line of your email.

Good luck with your studies!

Jonathan Goodwin
Head of Learning - Oakwood International

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ASSESSMENT SCENARIO

To guide you in your assessment, you are required to link your answer to the following scenario. The organisation in this scenario is fictitious.

The board at **GA Pensions** has decided to undertake a review of its reward strategies across the whole company. It is aware that the way rewards are currently being implemented is fragmented and is causing dissatisfaction amongst employees, affecting business and employee performance outcomes. In your role as Reward Advisor, the board has asked you to provide a report that gives it an understanding of the context and approaches to reward and how these might influence a range of organisational and psychological factors. It also needs you to clarify the role that people professionals play in supporting line managers to make reward decisions.

You must include both **long** and **short** references.
You should make reference to the case study **GA Pensions** where possible in your answers. You should use **relevant theory** where possible in your answers
Please focus on the command verb highlighted at the start of each task.

TASK ONE

WORD COUNT: 2,600

AC 1.1

Evaluate the principles of reward and its importance to organisational culture and performance management. (Approx. 300 words)

> **KEY FOCUS AREA:** The best designed (Total) Rewards programs attract, motivate, and keep the right talent—from entry level to executive. It shapes your culture and your reputation, by balancing the needs of the business with what people actually want.

- Use 3 clear subheadings
- Identify **3 key principles of reward** (e.g. fairness; equity; transparency etc.)
- **Evaluate** why these principles of reward are important to GA Pensions' organisational culture – what impact do they have?
- **Evaluate** why these principles of reward are important to GA Pensions' performance management- what impact do they have?

Reference Links:

https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet
https://www.linkedin.com/pulse/evaluate-principle-total-rewards-its-importance-marwan
https://www.e-reward.co.uk/news/categories/reward-management-news
https://www.e-reward.co.uk/resources/factsheets

AC 1.2

Explain how policy initiatives and practices are implemented. (Approx. 200 words)

> **KEY FOCUS AREA:** Reward policies are a set of guidelines for decision-making and action. They indicate what the organisation and its management are expected to do about managing reward and how they will behave in given circumstances when dealing with reward issues.

- Explain **1 example** of a **reward policy**
- Explain how GA Pensions could put this reward policy into practice. How is it implemented?
- Summarise the key steps: who is involved; the role of line managers; consulting employees to influence the design; integrating the reward policy with other people practices; evaluating the success of the policy and how it can be kept up to date

Reference Links:

https://www.indeed.com/career-advice/career-development/total-rewards-strategy
https://www.e-reward.co.uk/resources/factsheets/reward-policy

AC 1.3

Explain how people and organisational performance can impact on the approach to reward. (Approx. 250 words)

> **KEY FOCUS AREA:** How does your organisation measure its success? It is important for HR to understand the key performance drivers for their organisation and how these link to its reward.

- Briefly explain what **people performance** is and how you can measure it
- Briefly explain what **organisational performance** is and how you can measure it
- Explain how specific issues with **people performance** could impact GA Pensions' decisions about which reward approaches to take? (e.g. if your employees had high absenteeism, what reward approaches could help address this?)
- Explain how specific issues with **organisational performance** could impact GA Pensions' decisions about which reward approaches to take? (e.g. if the organisation has low productivity, what reward approaches could help address this?)

Reference Links:
https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet
https://www.linkedin.com/pulse/evaluate-principle-total-rewards-its-importance-marwan

AC 1.4

Compare two different types of benefits offered by organisations and the merits of each. (Approx. 250 words)

> **KEY FOCUS AREA:** Benefit schemes are non-financial compensations offered to employees which give them a choice (within limits) of the type or scale of benefits offered to them by their employers. There is a significant expense with a clear goal so it's something HR needs to get right.

- Explain what a **benefit** is
- Identify **1 financial benefit** that GA Pensions could offer as part of their reward strategy
- Identify **1 non-financial benefit** that GA Pensions could offer as part of a reward strategy
- Identify the **merits and de-merits** of each benefit
- **Compare** them – what are their similarities and differences?
- A **table** is a good format for a comparison question

Reference Links:
https://employeebenefits.co.uk/scott-cawood-benchmarking-total-reward
https://www.bls.gov/news.release/ecec.nr0.htm

AC 1.5

Assess the contribution of extrinsic and intrinsic rewards to improving employee contribution and sustained organisational performance. (Approx. 300 words)

KEY FOCUS AREA: Everyone has different needs (motivations and rewards) and views on their job. Therefore, things like pay and promotion have different values for different people – we're all motivated by different things. Every organisation will have its own approach to how it chooses to reward its employees – in part influenced by the type of organisation, it's structure, culture and performance.

- Define '**Extrinsic**' rewards
- Explain the link between **Extrinsic reward** and **employee contribution**
- Define '**Intrinsic**' rewards
- Explain the link between **Intrinsic reward** and **employee contribution**
- Explain how **both intrinsic and extrinsic rewards** could support **sustained (long-term) organisational performance** for GA Pensions

Reference Links:

https://www.bravowell.com/resources/intrinsic-vs.-extrinsic-rewards-to-improve-employee-engagement

https://www.ukessays.com/essays/business/the-impact-of-intrinsic-and-extrinsic-rewards-business-essay.php

AC 2.1

Assess the business context of the reward environment. (Approx. 400 words)

KEY FOCUS AREA: Organisations, if they are to survive and grow, need to adapt to the ever-changing external and internal business environment (for example: Globalisation; Legislation and regulations; economic outlook; industrial trends; Sector profiles (Private, Public and Voluntary); Covid-19, Labour Market, and availability of talent etc). How do these changes impact (potentially) on how your organisation and other organisations approach Reward?

- Pick **3 elements of a PESTLE** analysis and relate these to the **reward environment**. (e.g. legal, economic and social)
- **Assess** how these elements impact on GA Pensions' reward decisions (e.g. how would recent legislation on equality impact reward strategy?)
- You could consider equality legislation; regional differences in pay; labour force trends, pay trends, the economy; the political environment etc

Reference Links:

https://www.e-reward.co.uk/news/categories/reward-management-news

https://www.aihr.com/blog/total-rewards-strategy

AC 2.2

Evaluate the most appropriate ways in which benchmarking data can be gathered and measured to develop insight. (Approx. 400 words)

KEY FOCUS AREA: In a competitive employment market, it is critical to benchmark reward. This means not only looking at the rewards offered by competitors, but, also looking and honestly assessing, what is important to staff. The last thing organisations need is for employees to walk out the door for better rewards elsewhere.

- This task is about benchmarking as the basis for planning a reward strategy
- Explain what is meant by **benchmarking**
- Identify **3 different ways** in which GA Pensions can gather benchmarking data. (e.g. published data; pay clubs; special surveys; reward consultants etc.)
- **Evaluate** each example - what are their pros and cons?
- **Provide a conclusion** - which method would be the most useful for GA Pensions to develop insight into their reward strategy?

Reference Links:

https://employeebenefits.co.uk/scott-cawood-benchmarking-total-reward
https://www.xperthr.co.uk/hr-benchmarking
http://rewardconnected.co.uk/what-does-good-pay-benchmarking-look-like

AC 2.3

Explain how organisations use insight to develop reward packages and approaches. (Approx. 400 words)

KEY FOCUS AREA: Building on AC 2.1, this is about how you make sense of the data to inform the creation of a reward strategy.

- This section focuses on **how** you would make sense of the data to inform the creation of a reward strategy
- Explain how you could develop an organisational reward package based on the information gathered as part of your PESTLE analysis in AC 2.1
- What things would GA Pensions need to consider when developing a reward strategy? You need to include **job evaluation, grade and pay structures, ensuring fairness of reward and correct levelling of jobs** within your narrative
- **Provide a clear conclusion**. How do these factors help to develop a strong reward package or approach?

Reference Links:

https://www.aihr.com/blog/job-evaluation
https://employeebenefits.co.uk/scott-cawood-benchmarking-total-reward
https://www.xperthr.co.uk/hr-benchmarking

NOTES:

REPORT TWO

WORD COUNT: 1,300

AC 2.4

Explain the legislative requirements that impact reward practice.
(Approx. 300 words)

KEY FOCUS AREA: This is about knowing and applying the relevant laws to make sure your organisation's reward strategy is compliant.

- Identify the **legal** requirements that must be considered by GA Pensions when creating a reward strategy. We expect to see **3 specific examples of UK legislation** such as equal pay, minimum wage, working hours, paid leave etc
- You must provide the full name and title of each piece of legislation. Ensure you include your source short references
- Explain how each of these legislative requirements **impacts GA Pensions' reward practice**

Reference Links:

https://www.equalityhumanrights.com/en/advice-and-guidance/your-rights-under-equality-act-2010

https://iclg.com/practice-areas/employment-and-labour-laws-and-regulations/saudi-arabia

AC 3.1

Assess different approaches to performance management. (Approx. 350 words)

KEY FOCUS AREA: Performance Management is a key HR and organisational tool as it is often linked with other organisational systems such as: Strategic planning; Total Rewards; Individual and Team Development; Succession Planning etc. So, it is important HR creates a tool that is 'fit-for-purpose'.

- **Define** and **explain** what the **performance management cycle** is. What are its key steps?
- Advise GA Pensions of **3 suitable approaches that they could use to manage performance**. (e.g. review meetings; developing capability through continuous professional development (CPD), coaching and mentoring; objective-setting, appraisal process, 360-degree feedback)
- **Assess** the pros and cons of each

Reference Links:

https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeeperformance.aspx

https://talentmanagement360.com/whats-wrong-with-performance-management-annual-reviews

https://www.centranum.com/performance-management-is-broken

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AC 3.2

Review the role of people practice in supporting line managers to make consistent and appropriate reward judgements. (Approx. 300 words)

KEY FOCUS AREA: Good HR practices plus positive support from leaders are important if an organisation is to fully motivate its employees through reward. The key to success is the buy-in, support and understanding of line managers as their involvement is key to building and sustaining high-performance.

- Advise GA Pensions as to **why** is it important for People Professionals to support Line Managers in their reward related activities
- Provide **2 examples** of **how** People Professionals could support GA Pensions' line managers in making decisions on reward
- **Why** is it important that reward decisions are consistent and appropriate?

Reference Links:

https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet
https://www.linkedin.com/pulse/roles-responsibilities-best-practice-performance-management-phil-pote

AC 3.3

Explain how line managers make reward judgements based on organisational approaches to reward. (Approx. 350 words)

KEY FOCUS AREA: This is about the guidance, frameworks, and policies the organisation provides to help line managers with their reward decisions.

- Identify **3 organisational approaches** that line managers at GA Pensions' could use make reward judgements. Approaches include ethics and organisational values; specific policies; career development opportunities; line management approaches to non-financial rewards (e.g. work-life balance; recognition etc.)
- **Explain** how these approaches help line managers make consistent and fair reward judgements
- **Identify 1 check** GA Pensions might use to ensure **fairness and equity** in line management reward decision-making

Reference Links:

https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet
https://www.linkedin.com/pulse/roles-responsibilities-best-practice-performance-management-phil-pote

NOTES:

FINAL CHECKS

Final last checks before you submit your work. Tick as completed. Any boxes you do not tick could result in a serious delay to the marking of your reports, or result in a refer grade.

You must submit your assessments as a Word document. The Learner Assessment Brief will clearly explain the format you need to use. Is the correct format used?	
You should use black font for submission 1, red for new narrative in submission 2 and blue for new narrative in submission 3.	
The CIPD Membership Number must be completed and included in the Learner Assessment Brief together with your name and Cohort Number.	
The 'wet' signature and date of submission must be included in every Learner Assessment Brief - you MUST add a new date for each submission	
Assessment Criteria Evidence Checklists should ideally be completed for every Learner Assessment Brief - just repeat the example already given (do not put long references here)	
Have you included both your long and short references? Are these in the right place? Please check the guidance on the learner platform as to how to do Harvard referencing.	
Have you checked your word count? You are allowed 10% + or 10% - the indicative word count.	
Have you recorded your wordcount in the correct place in the LAB?	
Have you made reference to the Case study if stated in the Learner Assessment brief? You should also try to use examples from your own organisation to support your points where possible.	
Have you shown wider reading, use of sources in each of your answers?	
Have you used clear sub-headings linked to the elements of the task to help structure your work?	
Have you added your submission dates to page 2? A new date should be added for each submission.	