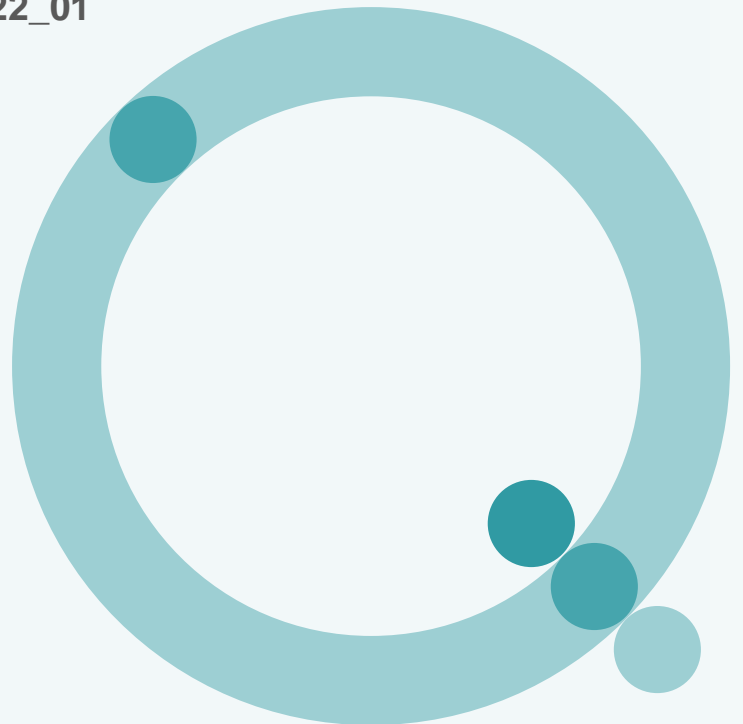


5CO02

Evidence-based practice

Learner Assessment Brief

Assessment ID / CIPD_5CO02_22_01



Level 5 Associate Diploma in

- **People Management**
- **Organisational Learning and Development**

Please write clearly in block capitals.				
Centre number:				
Centre name:				
Learner number (1st 7 digits of CIPD Membership number):				
Learner surname:				
Learner other names:				
Unit code:	5CO02			
Unit title:	Evidenced-based practice			
Assessment ID:	CIPD_5CO02_22_01			
Assessment start date:				
Assessment submission date:				
First resubmission date for centre marking – if applicable				
Second resubmission date for centre marking – if applicable				
Declared word count				
Assessor name:				
Assessor signature:				
IQA name (if applicable):				
IQA signature (if applicable):				

5CO02

Evidence-based practice

This unit assignment addresses the significance of capturing robust quantitative and qualitative evidence to inform meaningful insight to influence critical thinking. It focuses on analysing evidence through an ethical lens to improve decision-making and how measuring the impact of people practice is essential in creating value.

CIPD's insight

The Profession Map – Evidence-based practice

More, now than ever, people professionals are taking an evidence-based approach to their work, using organisation data, research, stakeholder insights and perspectives as well as professional expertise to deliver work that's impactful.

Evidence-based practice is, quite simply, taking an evidence-based approach to your work: using the right data and the right information in a structured way, to inform the decisions you take and the work that you do, because it leads to better outcomes.

This area of the Profession Map focuses on the knowledge required to take this evidence-based approach. It covers an understanding of evidence-based practice itself, as well as how to analyse and solve problems in order to understand the business problem that needs resolving. It also includes knowledge of how to use evidence in your work, such as using and commissioning research, using data and analytics, and exploring stakeholder needs and concerns.

<https://peopleprofession.cipd.org/profession-map/core-knowledge/analytics-creating-value>

Evidence-based practice for effective decision- making (April 2022).

At the heart of evidence-based practice is the idea that good decision-making is achieved through critical thinking and drawing on the best available evidence. Evidence- based practice leads to decisions and actions that are more likely to have the desired effect and are less reliant on anecdotes, received wisdom and personal experience – sources that are not trustworthy on their own. Evidence-based HR practice draws together published research and people analytics with professional expertise and stakeholder opinions.

<https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet>

Please note that the purpose of this insight is to link you to CIPD's research and evidence within the subject area, so that you can engage with the latest thinking. It is not provided to replace the study required as part of the learning or as formative assessment material

Preparation for the Tasks:

- At the start of your assignment, you are encouraged to plan your assessment work with your Assessor and where appropriate agree milestones so that they can help you monitor your progress.
- Refer to the indicative content in the unit to guide and support your evidence.
- Pay attention to how your evidence is presented, remember you are working in the People Practice Team.
- Ensure that the evidence generated for this assessment remains your own work.

You will also benefit from:

- Completing and acting on formative feedback from your Assessor.
- Reflecting on your own experiences of learning opportunities and continuous professional development.
- Reading the CIPD Insight, Fact Sheets and related online material on these topics as well as key research authors on the subject.



Scenario

Your company is planning its forthcoming annual development event and the topic that the people practice team will be showcasing is evidence-based practice. In readiness for this event your manager has asked you to complete two tasks.

Task One – Report

Your first task is to write a report which provides the audience with an understanding of what evidence-based practice is and the strategies that can be taken for effective critical thinking and decision-making, you must ensure that you:

- Provide evaluation of the concept of evidence-based practice and assess how evidence-based practice approaches can be used to provide insight in supporting sound decision-making and judgments for people practitioners across a range of people practices and organisational issues. (AC 1.1)
- Provide evaluation of **one** appropriate analysis tool and **one** method that might be applied by organisations to recognise and diagnose current and future issues, challenges, and opportunities. (AC 1.2)
- Explain the main principles of critical thinking and describe how these might apply to individual and work colleagues' ideas to assist objective and rationale debate. (AC 1.3)
- Explain a range of decision-making processes that can be applied to ensure that effective outcomes are achieved. (AC 1.4)
- Assess a range of different ethical theories and perspectives and explain how understanding of these can be used to inform and influence moral decision-making. (AC 1.5)
- Appraise different ways and approaches organisations can take to measure financial and non-financial performance. (AC 3.1)
- Explain how people practices add value in an organisation and identify a range of methods that might be used to measure the impact of a range of people practices (AC 3.2)

You should relate to academic concepts, theories and professional practice throughout your report to ensure that your work is critical and informed by using key academic texts, articles and relevant publications. All cited references used should be correctly acknowledged and presented in full in a bibliography at the end of your report.

Task Two – Quantitative and qualitative analysis review

By way of exemplifying the importance of decision-making strategies and how these can be used by people practitioners to solve people practice issues, your manager wants you to illustrate to the audience how the people professional department interprets different types of data to inform sound decision making. Completion of these two activities will address the following:

- With reference to a people practice issue, interpret analytical data using appropriate analysis tools and methods. (AC 2.1)
- Present the findings for stakeholders from people practice activities and initiatives. (AC 2.2)
- Make justified recommendations based on evaluation of the benefits, risks and financial implications of potential solutions. (AC 2.3)

Presented below are two sets of data. Firstly, review the absence data that is presented in **Table 1** and provide analysis of it to show:

- a) trends across departments
- b) absence by type
- c) absence by gender
- d) total days lost through absence
- e) annual total costs through absence based on a 37-hour working week.

Present your finding using appropriate diagrammatical forms and make justifiable recommendations based on your evaluations.

Table 1 – Absence data

2021-22 Start Date	2021-22 End Date	Days lost	Absence reason	Organisation unit	Position	Gender	Hourly rate
01/06/2021	02/06/2021	2	Injury Outside Work	Production	Supervisor	Male	£17.50
14/07/2021	14/07/2021	1	Headache/Migraine	Production	Line manager	Female	£20.00
20/10/2021	20/10/2021	1	Cold/Flu	Production	Operative	Female	£14.20
26/11/2021	26/11/2021	1	Operation/Post Operative	Production	Operative	Male	£14.20
06/12/2021	03/01/2022	21	Operation/Post Operative	Production	Operative	Female	£14.20
22/12/2021	03/01/2022	9	COVID - 19 Symptoms	Production	Operative	Female	£14.20
22/12/2021	22/12/2021	1	Vomiting/Diarrhoea	Production	Technician	Male	£18.20
31/01/2022	09/02/2022	8	Stress/Anxiety Personal	Production	Technician	Male	£18.20
11/02/2022	18/03/2022	26	Stress/Anxiety Personal	Production	Technician	Male	£18.20
10/03/2022	10/03/2022	1	Headache/Migraine	Production	Technician	Female	£16.50
11/10/2021	12/10/2021	2	Cold/Flu	Research and Design	CAD Lead	Female	£26.00
19/10/2021	20/10/2021	2	Cold/Flu	Research and Design	Design Team Leader	Male	£52.00
13/12/2021	14/12/2021	2	Cold/Flu	Research	Design Team	Female	

				and Design	Leader		£52.00
17/12/2021	22/12/2021	4	COVID - 19 Symptoms	Research and Design	Design technician	Male	£30.00
10/09/2021	13/09/2021	2	Vomiting/Diarrhoea	Research and Design	Design technician	Female	£30.00
15/09/2021	20/09/2021	4	Vomiting/Diarrhoea	Research and Design	Design technician	Female	£30.00
08/10/2021	08/10/2021	1	Concussion	Research and Design	Design technician	Male	£30.00
20/12/2021	21/12/2021	2	Vomiting/Diarrhoea	Administration	Administration manager	Female	£28.00
12/01/2022	14/01/2022	3	Vomiting/Diarrhoea	Administration	Administrator	Female	£12.50
28/02/2022	01/03/2022	2	Infection	Administration	Administration Officer	Female	£14.50
17/03/2022	17/03/2022	1	Gynaecological	Administration	Administrator	Female	£12.50
21/03/2022	25/03/2022	5	Stomach/Gastro	Administration	Administration Officer	Female	£14.50
31/08/2021	01/09/2021	2	Cold/Flu	Administration	Administrator	Male	£12.50
13/09/2021	17/09/2021	5	COVID - 19 Symptoms	Administration	Administrator	Female	£12.50
18/10/2021	18/10/2021	1	COVID - 19 Symptoms	Customer Experience	Customer Experience Manager	Female	£18.00
22/11/2021	07/01/2022	35	Private and Confidential	Customer Experience	Customer Experience Administrator	Female	£10.50
25/11/2021	26/11/2021	2	Headache/Migraine	Customer Experience	Customer Experience Officer	Male	£10.50
29/11/2021	29/11/2021	1	Stomach/Gastro	Customer Experience	Customer Experience Officer	Female	£10.50
06/12/2021	06/12/2021	1	Cold/Flu	Customer Experience	Customer Experience Apprentice	Female	£10.50
06/12/2021	06/12/2021	1	Virus	Customer Experience	Customer Experience Administrator	Female	£10.50
13/12/2021	13/12/2021	1	COVID - 19 Symptoms	Customer Experience	Customer Experience Officer	Female	£10.50
10/01/2022	10/01/2022	1	COVID - 19 Symptoms	Customer Experience	Customer Experience Officer	Female	£10.50
18/01/2022	23/01/2022	4	COVID - 19 Symptoms	Customer Experience	Customer Experience Officer	Female	£10.50
25/03/2022	25/03/2022	1	Injury Outside Work	Customer Experience	Customer Experience Officer	Female	£10.50
31/03/2022	31/03/2022	1	Stress/Anxiety Work Related	Customer Experience	Customer Experience Officer	Male	£10.50
01/04/2021	03/05/2021	23	Depression	Finance	Finance Manager	Male	£16.00
01/04/2021	02/04/2021	2	Muscular	Finance	Finance Admin Assistant	Male	£10.00
05/04/2021	05/04/2021	1	Muscular	Finance	Finance Assistant	Male	£10.00
08/04/2021	15/04/2021	6	Genitourinary	Finance	Finance Assistant	Male	£10.00
13/04/2021	15/04/2021	3	Stomach/Gastro	Finance	Finance Assistant	Male	£10.00
21/04/2021	21/04/2021	1	Stomach/Gastro	Finance	Finance Assistant	Male	£10.00
13/05/2021	13/07/2021	44	Operation/Post Operative	Finance	Finance Assistant	Male	£10.00
21/05/2021	25/05/2021	3	Injury At Work	Finance	Finance Assistant	Male	£10.00
13/07/2021	15/07/2021	3	Stomach/Gastro	IT	IT Systems Lead	Male	£25.00
19/07/2021	27/07/2021	7	COVID - 19 Symptoms	IT	IT Manager	Male	£18.50
21/07/2021	02/08/2021	9	COVID - 19 Symptoms	IT	IT Apprentice	Male	£9.75
21/07/2021	31/07/2021	8	COVID - 19 Symptoms	IT	IT Apprentice	Male	£9.75
02/08/2021	02/08/2021	1	Stomach/Gastro	IT	IT Operator	Male	£12.75
06/09/2021	09/11/2021	47	Stress/Anxiety Personal	Marketing	Marketing administrator	Male	£12.00
06/09/2021	16/09/2021	9	COVID - 19 Symptoms	Marketing	Marketing manager	Male	£18.00

07/09/2021	03/03/2022	128	Skeletal (Joints/Bones)	Marketing	Marketing and sale supervisor	Female	£14.75
07/09/2021	07/09/2021	1	Stomach/Gastro	Marketing	Marketing Apprentice	Male	£9.75
27/09/2021	27/09/2021	1	Stomach/Gastro	Logistics	Logistics team leader	Male	£15.00
04/10/2021	11/10/2021	6	Stress/Anxiety Personal	Logistics	Procurement lead	Male	£20.00
18/10/2021	29/11/2021	31	Injury Outside Work	Logistics	Environmental Operative	Male	£14.00
18/10/2021	29/10/2021	10	COVID - 19 Symptoms	Logistics	Warehouse Operations	Female	£9.75
01/11/2021	02/11/2021	2	Cold/Flu	Logistics	Warehouse Operations	Male	£9.75
03/11/2021	05/11/2021	3	Genitourinary	Delivery	Delivery driver	Male	£9.50
08/11/2021	19/11/2021	10	Depression	Delivery	Delivery driver	Male	£9.50
08/11/2021	10/11/2021	3	COVID - 19 Symptoms	Delivery	Delivery driver	Male	£9.50
30/11/2021	10/12/2021	9	COVID - 19 Symptoms	Delivery	Delivery driver	Male	£9.50
30/11/2021	01/12/2021	2	Headache/Migraine	Delivery	Delivery driver	Male	£9.50
02/12/2021	15/12/2021	10	Infection	Delivery	Delivery driver	Male	£9.50
09/12/2021	09/12/2021	1	Injury Outside Work	Delivery	Delivery supervisor	Male	£11.50
13/12/2021	14/12/2021	2	Cold/Flu	Delivery	Delivery driver	Male	£9.50
21/12/2021	21/12/2021	1	Headache/Migraine	H&S	Environmental Lead	Male	£14.00
10/01/2022	18/01/2022	7	COVID - 19 Symptoms	Health and Safety	Environmental Operative	Male	£12.00
17/01/2022	31/03/2022	54	Cardiovascular	Health and Safety	Environmental Operative	Male	£12.00
18/01/2022	24/01/2022	5	Stress/Anxiety Personal	Health and Safety	Environmental Lead	Male	£12.00
19/01/2022	31/01/2022	9	Hernia	Human Resources	HR Officer	Female	£14.00
19/01/2022	19/01/2022	1	Ear/Nose/Throat (ENT)	Human Resources	HR Assistant	Female	£12.00
02/02/2022	09/02/2022	6	COVID - 19 Symptoms	Human Resources	HR Assistant	Male	£12.00
03/02/2022	03/02/2022	1	Operation/Post Operative	Strategy and innovation	Senior manager	Male	£35.00

Table 2 gives the rating feedback scores from employees that work for manager A. Provide scrutiny of the applied scores and present written commentary on any themes or patterns that might be occurring and present recommendations based on your findings.

Table 2 – Feedback scores

	1	2	3	4	5
Manager A					
<p>The ratings show represent statements on a scale of 1-5 where: 1 = fully agree, 2 = agree, 3 = not sure, 4 = disagree, 5 = strongly disagree</p> <p>Feedback from 42 employees</p>					
Treats me with respect.	29	5	6	2	0
Supports my work life balance	12	8	3	5	14
Sets me clear work objectives	4	6	1	9	22
Is supportive of my development	7	7	7	8	13
Is skilled at resolving conflict	1	2	1	6	32
Sets me clear work targets	37	1	4	0	0
Recognises when I do a good job	28	7	5	2	0
Provides me with supportive advice	4	4	11	16	7
Applies policies in a fair consistent manner	6	0	0	6	30
Is open to my suggestions	0	0	0	0	42
Communicates clearly	31	5	6	0	0
Rewards me when I work over and above	4	10	7	13	8
Enables me to put forward my views	2	0	0	0	40
Allows me to agree my work objectives	0	0	1	22	19

Your evidence must consist of:

- Task One. – Report (2900 words)
- Task Two. – Quantitative and qualitative analysis review (1000 words)

Refer to CIPD word count policy

Assessment Criteria Evidence Checklist

You may find the following checklist helpful to make sure that you have included the required evidence to meet the task. This is not a mandatory requirement as long as it is clear in your submission where the assessment criteria have been met.

Task 1 – Report		Evidenced Y/N	Evidence reference
Assessment criteria			
1.1	Evaluate of the concept of evidence-based practice including how it can be applied to decision-making in people practice.		
1.2	Evaluate a range of analysis tools and methods including how they can be applied to diagnose organisational issues, challenges and opportunities.		
1.3	Explain the principles of critical thinking including how you apply these to your own and others' ideas.		
1.4	Explain a range of decision-making processes.		
1.5	Assess how different ethical perspectives can influence decision-making.		
3.1	Appraise different ways organisations measure financial and non-financial performance.		
3.2	Explain how to measure the impact and value of people practice using a variety of methods.		

Task 2 – Quantitative and qualitative analysis review		Evidenced Y/N	Evidence reference
Assessment criteria			
2.1	With reference to a people practice issue, interpret analytical data using appropriate analysis tools and methods.		
2.2	Present key findings for stakeholders from people practice activities and initiatives.		
2.3	Make justified recommendations based on evaluation of the benefits, risks and financial implications of potential solutions.		

Declaration of Authentication

Declaration by learner

I can confirm that this assessment is all my own work and where I have used materials from other sources, they have been properly acknowledged.

Learner name:

Learner signature:

Date*

***This should be the date on which you submit your assessment**

Declaration by Assessor

I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.

Assessor name:

Assessor signature:

Date:

5CO02

Evidence-based practice



Assessment Criteria marking descriptors.

Assessors will mark in line with the following assessment criteria (AC) marking descriptors, and will indicate where the learner sits within the marking band range **for each AC**.

Assessors must provide a mark from 1 to 4 for each assessment criteria within the unit. Assessors should use the mark descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all the mark descriptors will be present in **every** assessment criterion, so assessors must use their discretion in making grading decisions.

The grid below shows the range for each unit assessment result based on total number of marks awarded across all assessment criteria.

To pass the unit assessment learners must achieve a 2 (Low Pass) or above for each of the assessment criteria.

The overall result achieved will dictate the outcome the learner receives for the unit, provided **NONE** of the assessment criteria have been failed or referred.

Please note that learners will receive a **Pass or Fail** result from the CIPD at unit level. **Referral** grades can be used internally by the centre.

Overall mark	Unit result
0 to 19	Fail
20 to 25	Low Pass
26 to 32	Pass
33 to 40	High Pass

Marking Descriptors

Mark	Range	Descriptor
1	Fail	<p>Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC.</p> <p>Insufficient examples included, where required, to support answers.</p> <p>Presentation and structure of assignment is not appropriate and does not meet the assessment brief.</p> <p>Insufficient or no evidence of the use of references to wider reading to help inform answer.</p>
2	Low Pass	<p>Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC.</p> <p>Sufficient and acceptable examples included, where required, to support answers.</p> <p>Required format adopted but some improvement required to the structure and presentation of the assignment.</p> <p>Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way.</p> <p>Sufficient evidence of the use of references to wider reading to help inform answer.</p>
3	Pass	<p>Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC.</p> <p>Includes confident use of examples, where required, to support each answer.</p> <p>Presentation and structure of assignment is appropriate for the assessment brief.</p> <p>Answers are clear and well expressed.</p> <p>Good evidence of the use of references to wider reading to help inform answer.</p>
4	High Pass	<p>Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate).</p> <p>Includes strong examples that illustrate the point being made, that link and support the answer well.</p> <p>Answers are applied to the case organisation or an alternative organisation.</p> <p>Answers are clear, concise and well argued, directly respond to what has been asked.</p> <p>The presentation of the assignment is well structured, coherent and focusses on the need of the questions.</p> <p>Considerable evidence of the use of references to wider reading to inform answer.</p>

Marking grid and feedback for learner

Unit 5CO02: Assessor Feedback to Learner	
Centre number	Please enter your centre number here
Centre name	Please enter your centre name here
Learner number (1st 7 digits of CIPD Membership number)	Please enter the learner number here. Must be 1 st 7 digits of CIPD membership number
Learner surname	Please enter learner surname here
Learner other names	Please enter learner other names here e.g., first name and middle name(s)

TASK 1		
AC Number	Assessment Criteria	Mark 1-4
1.1	Evaluate of the concept of evidence-based practice including how it can be applied to decision-making in people practice.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.2	Evaluate a range of analysis tools and methods including how they can be applied to diagnose organisational issues, challenges and opportunities.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.3	Explain the principles of critical thinking including how you apply these to your own and others' ideas.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.4	Explain a range of decision-making processes.	

	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.5	Assess how different ethical perspectives can influence decision-making.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
3.1	Appraise different ways organisations measure financial and non-financial performance.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
3.2	Explain how to measure the impact and value of people practice using a variety of methods.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
Total marks for TASK 1		Enter total marks here
Total marks for TASK 1 (resubmission 1 if applicable)		Enter total marks here
Total marks for TASK 1 (resubmission 2 if applicable)		Enter total marks here

TASK 2		
AC Number	Assessment Criteria	Mark 1-4
2.1	With reference to a people practice issue, interpret analytical data using appropriate analysis tools and methods.	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
2.2	Present key findings for stakeholders from people practice activities and initiatives.	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
2.3	Make justified recommendations based on evaluation of the benefits, risks and financial implications of potential solutions.	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
Total marks for TASK 2		<i>Enter total marks here</i>
Total marks for TASK 2 (resubmission 1 if applicable)		<i>Enter total marks here</i>
Total marks for TASK 2 (resubmission 2 if applicable)		<i>Enter total marks here</i>

Total marks for UNIT	<i>Enter total unit marks here</i>	Grade	<i>Enter grade here</i>
Total marks for UNIT (resubmission 1 if applicable)	<i>Enter total unit marks here</i>	Grade (resubmission 1 if applicable)	<i>Enter grade here</i>
Total marks for UNIT (resubmission 2 if applicable)	<i>Enter total unit marks here</i>	Grade (resubmission 2 if applicable)	<i>Enter grade here</i>
Assessor Feedback Summary <i>Please enter your summary and developmental points for the learner here. Please use a different font colour for any resubmission comments.</i>			
Assessor signature	<i>Please enter your Assessor signature here</i>		
Date	<i>Please enter date here</i>		