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5CO02
EVIDENCE BASED PRACTICE

CIPD
Approved centre

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Part 1: Learning – Learning Journal

What is your level of understanding of evidence-based practice?

- Great!
- Need to find out more
- It's new to me

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AIMS

1. To develop understanding of the concepts of evidence-based practice and the tools and methods that are applied to diagnose issues, challenges and opportunities.

2. Explain the principles of critical thinking and assess how different ethical perspectives can influence decision-making, including exploration of key insights and use of analysis tools and methods

3. Evaluate the benefits, risks and financial implications of solutions aimed at improving people practice issues.

4. Measure the impact and value people practice contributions make to organisations, through collation of key findings and scrutiny of key systems and data.

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Learning Outcomes

LO 1 - Understand strategies for effective critical thinking and decision-making.

1.1 **Evaluate** 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.

LEARNING OUTCOME 1

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Learning Outcomes

LO 2 – Understand the importance of decision-making strategies to solve people practice issues.

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.

LEARNING OUTCOME 2

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Learning Outcomes

LO 3 - Understand the purpose and impact of effective talent management.

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.

LEARNING OUTCOME 3

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Assessment Scenario
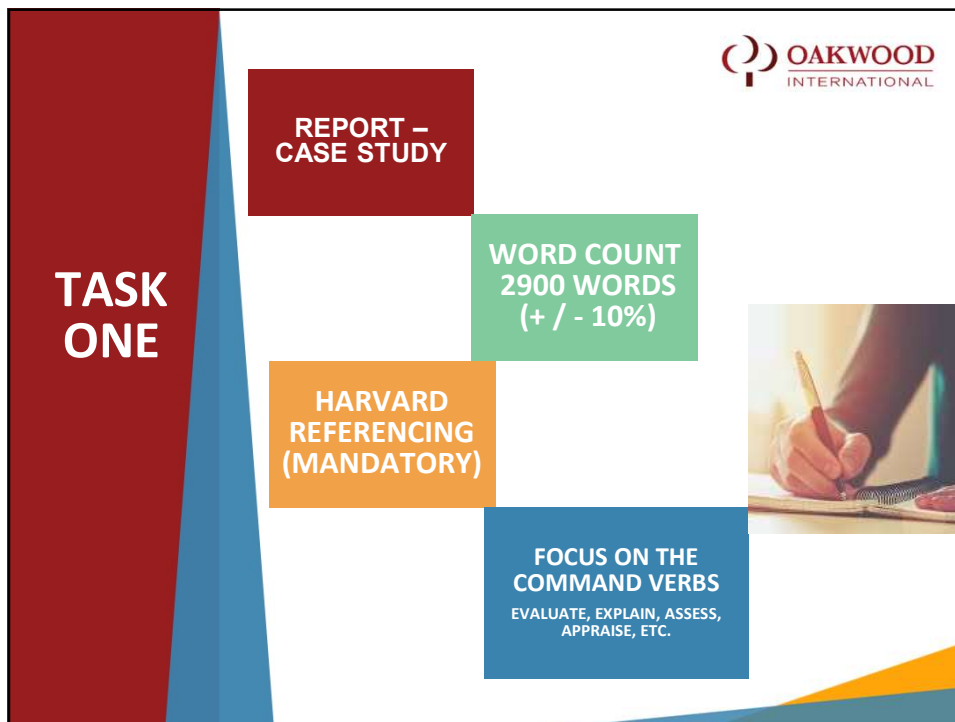
Your manager has just returned from the monthly Senior Management meeting where all departmental heads have been asked to present a report that showcases how they contribute to business performance.

As someone who has experience in evidence-based practice and data analytics, she has asked if **you would produce a report for Senior Management that explains what evidence-based practice is and its relevance to people professionals. She would also like you to include practical examples of the types of data analysis that people practitioners use to gain insight into people practices.**

In readiness for this **you are required to complete a report comprising two sections.**

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TASK ONE

REPORT – CASE STUDY

WORD COUNT 2900 WORDS (+ / - 10%)

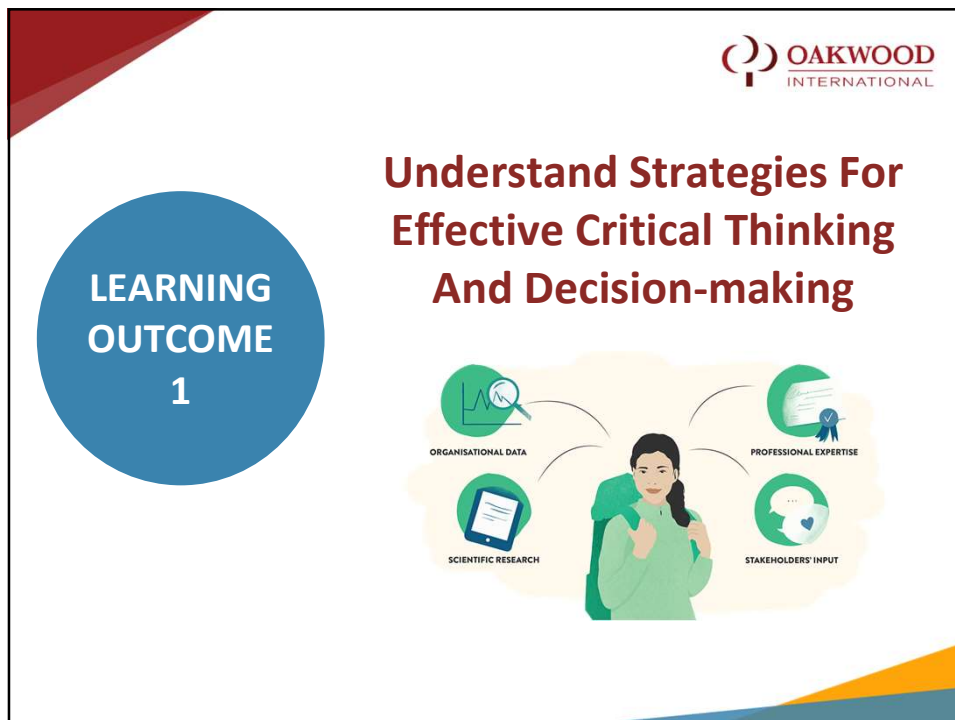**HARVARD REFERENCING (MANDATORY)**

FOCUS ON THE COMMAND VERBS
EVALUATE, EXPLAIN, ASSESS, APPRAISE, ETC.

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LEARNING OUTCOME 1

Understand Strategies For Effective Critical Thinking And Decision-making

ORGANISATIONAL DATA

PROFESSIONAL EXPERTISE

SCIENTIFIC RESEARCH

STAKEHOLDERS' INPUT

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A.C.1.1
EVALUATE THE CONCEPT OF EVIDENCE-BASED PRACTICE INCLUDING HOW IT CAN BE APPLIED TO DECISION-MAKING IN PEOPLE PRACTICE

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- **PROVIDE A DEFINITION** OF EVIDENCE-BASED PRACTICE? WHAT IS IT?

- **EVALUATE** EVIDENCE-BASED PRACTICE OVERALL – HOW USEFUL IS IT? WHAT ARE THE WEAKNESSES / LIMITATIONS?

- IDENTIFY 2 PEOPLE PRACTICE ISSUES WITHIN YOUR ORGANIZATION – **EXPLAIN** HOW EVIDENCE-BASED PRACTICE CAN SUPPORT SOUND DECISION MAKING AND JUDGEMENTS FOR THESE ISSUES.

- IDENTIFY 1 ORGANIZATIONAL ISSUE WITHIN YOUR ORGANIZATION – **EXPLAIN** HOW EBP CAN SUPPORT SOUND DECISION MAKING AND JUDGEMENTS FOR THESE ISSUES.

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Evidence-based Practice: Defined

- Evidence-based HR is the practice of *making decisions supported by evidence from the following sources to help ensure the desired business outcomes are reached:*
  - Available internal data
  - Research findings and
  - Empirical studies - Gets knowledge from actual experience rather than from theory
  - Expert judgment and real experience
  - Values and concerns   AIHR(2023)

- Making better decisions
- Informing action that has the desired effect
- Combination of critical thinking and best available evidence
- Moral obligation to use the best available evidence when making decisions

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Evidence-based Practice Evaluated – How Useful Is It?

- Systematic and consistent decision-making that generates effective interventions -- Think of recruitment, for example. By utilizing hiring data, HR professionals can help their organizations increase recruiting efficiency by 80% and decrease up to 50% of attrition rates.

- A useful concept for understanding whether practices in HR lead to the desired outcomes, and whether these practices are being used to the best effect. CIPD (2023)

USEFULNESS / ADVANTAGES	WEAKNESSES / LIMITATIONS / DISADVANTAGES
More informed and effective decision making	Resistance to change
An enhanced ability to align human resource practice with the strategic goals of the organisation	Low data literacy
HR policy and practice can be based upon what works, rather than what is thought to work	Lack of access to data
Improved credibility for the discipline of human resource practice and for practitioners	Pereived time issues
A more analytical approach based on existing information, data, analytics and statistics already likely to be held within the organisation or sector	Research reports / articles are not readily available
More consistent decision-making and interventions	Others?
Effective management of risk	

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How Evidence-based Practice Can Support Sound Decision Making And Judgements For People Practice Issues (1)

- More informed and effective decision making
- An enhanced ability to align human resource practice with the strategic goals of the organisation.
- HR policy and practice can be based upon what works, rather than what is thought to work.

- **Areas of People Practice:**

- Resourcing
- Reward
- Learning and Development
- Performance Management
- Employee Engagement
- Retention

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How Evidence-based Practice Can Support Sound Decision Making And Judgements For People Practice Issues (2)

What sort of evidence do you use to help you make decisions?

Resourcing – personality tests, the essential elements of evidence-based selection include:
1. A fair and objective process
2. Compensatory ratings
3. Reliable, valid, and predictive selection measures.
4. Score measures using valid selection criteria.

Reward – The process of evidence-based reward management involves:
The management of reward systems based on fact rather than opinion, on understanding rather than assumptions, on grounded theory rather than belief.

1. Design rewards that reflect the reality of the individual jobs and teams in which they are given.
2. Link rewards clearly and consistently to performance.
3. Make sure that reward schemes and how they are administered are seen as fair.

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How Evidence-based Practice Can Support Sound Decision Making And Judgements For People Practice Issues (3)

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Learning and Development
1. L&D departments should self-check their activities and find the right quantitative metrics to describe the impact of L&D sessions on how particular business problems get solved.
2. They also need to apply an optimum design process for their training activities, based on state-of-the-art scientific knowledge.

Performance Management
1. Communication and Transparency
2. Climate of Trust
3. Rewarding Performance
4. Training Managers.

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How Evidence-based Practice Can Support Sound Decision Making And Judgements For People Practice Issues (4)

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Employee Engagement – four key areas that are commonly associated with employee engagement:
- Work engagement: whether people feel vigorous, dedicated and absorbed in their work, and other measures carrying the label 'engagement'
- Organisational commitment: in particular looking at employees' psychological feelings ('affective' commitment)
- Organisational identification: how employees psychologically associate with their organisations
- Work motivation: factors that lead people to be interested and committed to their job.

Retention- Employee listening should be an ongoing process within your organization. The insights that employees have can give you the tools to take strategic, evidence-based action and improve the employee experience.
A comprehensive employee listening program includes:
- Annual engagement surveys
- Pulse surveys for real-time employee listening
- Lifecycle surveys to understand the employee journey

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How Evidence-based Practice Can Support Sound Decision Making And Judgements For <u>Organisational Issues (1)</u>

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What evidence do you need to review?

Raising levels of employee engagement –
- Determine engagement outcomes
- Identify what's important to your employees
- Develop a continuous listening strategy
- Policies and processes that support eng

Increasing productivity –
- KPI and goals achievement
- Training development
- Increased profitability
- Stronger feedback mechanisms

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How Evidence-based Practice Can Support Sound Decision Making And Judgements For <u>Organisational Issues (2)</u>

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Raising levels of customer satisfaction –
- Higher rates of customer satisfaction
- Fewer errors are made, so there is less need for recovery and rework
- Improved employer brand reputation
- Increased market value

Themes associated with change –
- Organisational readiness for change
- Fear and resistance to change
- Sponsorship from senior management of the change
- Acceptance of change

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A.C.1.1 – Practical Flip Chart Discussion

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Team has asked for an overview on the following: the Leadership

- **PROVIDE A DEFINITION** OF EVIDENCE-BASED PRACTICE? WHAT IS IT?

- **EVALUATE** EVIDENCE-BASED PRACTICE OVERALL – HOW USEFUL IS IT? WHAT ARE THE WEAKNESSES / LIMITATIONS?

- IDENTIFY 2 PEOPLE PRACTICE ISSUES WITHIN YOUR ORGANIZATION – **EXPLAIN** HOW EVIDENCE-BASED PRACTICE CAN SUPPORT SOUND DECISION MAKING AND JUDGEMENTS FOR THESE ISSUES.

- IDENTIFY 1 ORGANIZATIONAL ISSUE WITHIN YOUR ORGANIZATION – **EXPLAIN** HOW EBP CAN SUPPORT SOUND DECISION MAKING AND JUDGEMENTS FOR THESE ISSUES.

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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A.C.1.2 EVALUATE A RANGE OF ANALYSIS TOOLS AND METHODS INCLUDING HOW THEY CAN BE APPLIED TO ORGANISATIONAL ISSUES, CHALLENGES AND OPPORTUNITIES

(APPROX. 400 WORDS)

- IDENTIFY MACRO ANALYSIS TOOLS THAT CAN BE USED IN PEOPLE PRACTICE:
- FOR EX: SWOT OR PESTLE

- IDENTIFY MICRO ANALYSIS TOOLS THAT CAN BE USED IN PEOPLE PRACTICE:
- FOR EX: OBSERVATIONS, EXIT INTERVIEWS ETC

- YOU MUST **EVALUATE** EACH ONE – WHAT IS GOOD ABOUT IT? WHAT IS NOT SO GOOD?WHAT ARE IT'S WEAKNESSES AND STRENGTHS?

- YOU MUST **EXPLAIN** HOW EACH TOOL AND METHOD CAN HELP A PEOPLE PROFESSIONAL DIAGNOSE ISSUES, CHALLENGES AND OPPORTUNITIES

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Macro Analysis Tools
Pestle Analysis

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- **What is a PESTLE analysis?**

  A PESTLE analysis studies the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence an organisation.

- **How is it used?**

  It can be used in a range of different scenarios, and can guide people professionals and senior managers in strategic decision-making. *CIPD (2021)*

PESTEL

POLITICAL
- Policies & laws (tax, labour, trade, ...)
- Stability
- Corruption

ECONOMIC
- Growth
- Inflation
- Interest rates
- Employment
- HH Income

SOCIAL
- Population
- Ageing
- Career views
- Lifestyle
- Cultural barrier

TECHNOLOGY
- Technology incentives
- Innovation
- Automation
- R&D activity

ENVIRONMENT
- Climate change
- Ethical
- Recycling & disposal
- Sustainability

LEGAL
- Antitrust
- Labour
- Copyright
- Data protection
- Health & safety

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Strengths And Weaknesses
Of A Pestle Analysis

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STRENGTHS	WEAKNESSES
A simple framework	Some PESTLE analysis users oversimplify the amount of data used for decisions – it's easy to use insufficient data.
It facilitates an understanding of the wider business environment.	The risk of capturing too much data may lead to 'paralysis by analysis'.
It encourages the development of external and strategic thinking.	The data used may be based on assumptions that later prove to be unfounded.
It can enable an organisation to anticipate future business threats and take action to avoid or minimise their impact.	The pace of change makes it increasingly difficult to anticipate developments that may affect an organisation in the future.
It can enable an organisation to spot business opportunities and exploit them fully.	To be effective, the process needs to be repeated on a regular basis.

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Micro Analysis Tools

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MICRO ANALYSIS TOOLS	HOW IT HELPS PEOPLE PROFESSIONALS WITH DIAGNOSING ISSUES, CHALLENGES AND OPPORTUNITIES
Observations	Employee behavior can be observed and measures can be taken to motivate employees
Post onboarding and induction interviews with new joiners	Ensuring that new recruits have a seamless onboarding experience and to work on any areas of development.
Appraisals	Support employee development, encourage feedback and encourage
Learning and Development Data	Supports employee development, upskilling and re-skilling employees in alignment with organisational objectives and strategies.
Succession Planning Plans and Data	Identifying the existing talent pool and evaluating the talent availability in both internal and external talent pools.
Employee Relations – Grievances and Disciplinary issues	A strong employee relations function allows line managers and employees to raise issues and to ensure satisfaction and therefore retention.
Questionnaires	Check-ins with employees via quetionnaires identifies themes and patterns, both positive and negative.
Employee Engagement Surveys	Support the analysis of issues, challenges and opprtunities relating to reward, engagement, culture, competencies, development etc
Exit Interviews	Idenifies trends and reasons on why employees leave

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AC 1.2 - Practical Flip Chart Discussion

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Your colleague has ASKED FOR YOUR GUIDANCE on the following – provide an overview:

- **IDENTIFY MACRO ANALYSIS TOOLS THAT CAN BE USED IN PEOPLE PRACTICE:**
- **FOR EX: SWOT OR PESTLE**

- **IDENTIFY MICRO ANALYSIS TOOLS THAT CAN BE USED IN PEOPLE PRACTICE:**
- **FOR EX: OBSERVATIONS, EXIT INTERVIEWS ETC**

- **YOU MUST EVALUATE EACH ONE – WHAT IS GOOD ABOUT IT? WHAT IS NOT SO GOOD?WHAT ARE IT'S WEAKNESSES AND STRENGTHS?**

- **YOU MUST EXPLAIN HOW EACH TOOL AND METHOD CAN HELP A PEOPLE PROFESSIONAL DIAGNOSE ISSUES, CHALLENGES AND OPPORTUNITIES**

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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Slide 30

**A.C.1.3
EXPLAIN THE
PRINCIPLES OF
CRITICAL THINKING
INCLUDING HOW
YOU APPLY THESE
TO YOUR OWN AND
OTHERS' IDEAS**

**(APPROX. 450
WORDS)**

- **EXPLAIN** THE MAIN PRINCIPLES OF CRITICAL THINKING

- BRIEFLY **EXPLAIN** WHY IT IS IMPORTANT FOR THE PEOPLE PROFESSIONAL TO DEVELOP THIS SKILLS AND MINDSET
- (YOU MAY WANT TO REFER TO THE CIPD PROFESSION MAP)

- **EXPLAIN** HOW YOU HAVE, OR COULD, APPLY CRITICAL THINKING TO DEVELOP YOUR OWN INDIVIDUAL IDEAS.(GIVE A SPECIFIC EXAMPLE / STORY OF WHEN YOU HAVE DONE THIS)

- **EXPLAIN** HOW YOU HAVE, OR COULD, APPLY CRITICAL THINKING TO DEVELOP YOUR OTHERS' IDEAS.(GIVE A SPECIFIC EXAMPLE / STORY OF WHEN YOU HAVE DONE THIS)

- BRIEFLY **EXPLAIN** HOW THE CRITICAL THINKING APPROACH ASSISTS RATIONAL AND OBJECTIVE DEBATE (BASING THOUGHT ON AVAILABLE EVIDENCE)

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Slide 31

Principles Of Critical Thinking

What is "critical thinking"?
- Thinking in which you question, analyse, interpret, evaluate and make a judgement about what read, hear, say, or write.

Principles:
- Objective rational thinking
   (evidence-based)
-   Well-reasoned argument
-   Questioning and checking validity of sources
   - Checking validity of 'evidence'   -
   Awareness of bias –
    conscious and unconscious, yours and others

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The Importance Of Critical Thinking For People Professionals

- Helps avoid making decisions based on assumptions.
- Helps make sound decisions based on logic and evidence that help achieve business goals.
- People professionals can be more effective in their roles and make a positive impact on their organizations.
- Helps HR managers serve as connectors of disciplines
- Makes it easier to hit that delicate balance of learning and training
- Plays an integral part in recruitment and hiring new talent
- Adds value to any collated metrics

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How The Critical Thinking Approach Assists Rational And Objective Debate

- Allows for the analysis of information and make an objective judgement.

- Supports in realistic decision making based on facts and not assumptions.

- Engages analytical and interpretation skills.

- Uses critical thinking with the best available evidence.

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A.C.1.3 - Practical Activity Team Briefing

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With your experience in evidence-based practice and data analytics, you have been asked to outline the following on a team briefing:

- **EXPLAIN** THE MAIN PRINCIPLES OF CRITICAL THINKING

- **BRIEFLY EXPLAIN** WHY IT IS IMPORTANT FOR THE PEOPLE PROFESSIONAL TO DEVELOP THIS SKILLS AND MINDSET
- (YOU MAY WANT TO REFER TO THE CIPD PROFESSION MAP)

- **EXPLAIN** HOW YOU HAVE, OR COULD, APPLY CRITICAL THINKING TO DEVELOP YOUR OWN INDIVIDUAL IDEAS.(GIVE A SPECIFIC EXAMPLE / STORY OF WHEN YOU HAVE DONE THIS)

- **EXPLAIN** HOW YOU HAVE, OR COULD, APPLY CRITICAL THINKING TO DEVELOP YOUR OTHERS' IDEAS.(GIVE A SPECIFIC EXAMPLE / STORY OF WHEN YOU HAVE DONE THIS)

- **BRIEFLY EXPLAIN** HOW THE CRITICAL THINKING APPROACH ASSISTS RATIONAL AND OBJECTIVE DEBATE (BASING THOUGHT ON AVAILABLE EVIDENCE)

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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A.C.1.4
EXPLAIN A RANGE OF (3) DECISION-MAKING PROCESSES.

(APPROX. 400 WORDS)

- **EXPLAIN** 3 DECISION-MAKING PROCESSES USED BY THE PEOPLE PROFESSIONAL

- **EXPLAIN** HOW THEY ENSURE THAT EFFECTIVE OUTCOMES ARE ACHIEVED

YOU SHOULD CHOOSE **3** FROM THESE EXAMPLES: FUTURE PACING/DECISION MATRIX/FORCE FIELD ANALYSIS/ BRAINSTORMING/THE REFRAMING MATRIX/ CONSTRUCTIVE CONTROVERSY/ EMPATHY MAPPING/ DE BONO'S 6 THINKING HATS

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Decision Making Processes

- Future pacing
- Decision Matrix
- Force Field Analysis
- Brainstorming
- Reframing matrix
- Constructive controversy
- Empathy mapping
- De Bono's 6 Thinking Hats

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Decision Making Processes

- Future pacing
- Decision Matrix
- Force Field Analysis
- Brainstorming
- Reframing matrix
- Constructive controversy
- Empathy mapping
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Decision Making Processes

- Future pacing
- Decision Matrix
- Force Field Analysis
- Brainstorming
- Reframing matrix
- Constructive controversy
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- De Bono's 6 Thinking Hats

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Decision Making Processes
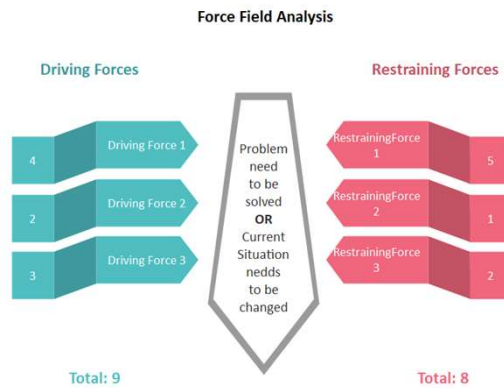
- Future pacing
- Decision Matrix
- Force Field Analysis
- Brainstorming
- Reframing matrix
- Constructive controversy
- Empathy mapping
- De Bono's 6 Thinking Hats

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Force Field Analysis

- A basic tool for root cause analysis that can help you take action once the root cause has been identified.

- The technique is based on the assumption that any situation is the result of forces for and against the current state being in equilibrium.

Force Field Analysis

Driving Forces   **Restraining Forces**

Driving Force 1   4   Problem need to be solved **OR** Current Situation nedds to be changed   RestrainingForce 1   5

Driving Force 2   2   RestrainingForce 2   1

Driving Force 3   3   RestrainingForce 3   2

Total: 9   Total: 8

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Brainstorming

- A group problem-solving method that involves the spontaneous contribution of creative ideas and solutions.

- Combines a relaxed, informal approach to problem solving with lateral thinking.

- This technique requires intensive, freewheeling discussion in which every member of the group is encouraged to think aloud and suggest as many ideas as possible based on their diverse knowledge.

brain STORMING

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De Bono's 6 Thinking Hats

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- A simple, effective parallel thinking process that helps people be more productive, focused, and mindfully involved.

- A powerful tool set, which once learned can be applied immediately

- Offers a practical and uniquely positive approach to making decisions and exploring new ideas.

Six Thinking Hats®
Quick Summary

PROCESS — **Blue Hat** - Process
Thinking about thinking.
What thinking is needed?
Organizing the thinking.
Planning for action.

FACTS — **White Hat** - Facts
Information and data.
Neutral and objective.
What do I know?
What do I need to find out?
How will I get the information I need?

FEELINGS — **Red Hat** - Feelings
Intuition, hunches, gut instinct.
My feelings right now.
Feelings can change.
No reasons are given.

CREATIVITY — **Green Hat** - Creativity
Ideas, alternatives, possibilities.
Provocations - "PO".
Solutions to black hat problems.

BENEFITS — **Yellow Hat** - Benefits
Positives, plus points.
Logical reasons are given.
Why an idea is useful.

CAUTIONS — **Black Hat** - Cautions
Difficulties, weaknesses, dangers.
Logical reasons are given.
Spotting the risks.

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A.C.1.4 - Practical Activity Discussion Paper

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In your role as an Internal People Consultant, you have been asked by the strategy team to outline the following:

- **EXPLAIN** 3 DECISION-MAKING PROCESSES USED BY THE PEOPLE PROFESSIONAL

- **EXPLAIN** HOW THEY ENSURE THAT EFFECTIVE OUTCOMES ARE ACHIEVED

YOU SHOULD CHOOSE **3** FROM THESE EXAMPLES: FUTURE PACING/DECISION MATRIX/FORCE FIELD ANALYSIS/ BRAINSTORMING/THE REFRAMING MATRIX/ CONSTRUCTIVE CONTROVERSY/ EMPATHY MAPPING/ DE BONO'S 6 THINKING HATS

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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A.C.1.5
ASSESS HOW 3 DIFFERENT ETHICAL PERSPECTIVES CAN INFLUENCE DECISION MAKING

(APPROX. 400 WORDS)

- **CHOOSE 3 ETHICAL THEORIES/PERSPECTIVES** [UTILITARIANISM, UNIVERSALISM, ALTRUISM, HONESTY, INTEGRITY, LOYALTY, TRUSTWORTHINESS, RESPECT, RESPONSIBILITY, FAIRNESS, RELIGIOUS ETHOS]
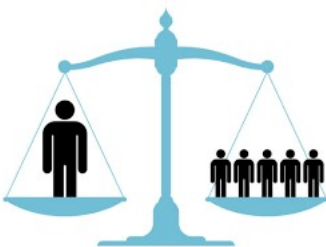
- **EXPLAIN EACH ONE BRIEFLY.**

- **YOU MUST ASSESS HOW UNDERSTANDING EACH OF THESE ETHICAL THEORIES CAN BE USED TO INFORM AND INFLUENCE MORAL DECISION MAKING - HOW ARE THEY APPLIED? HOW WELL DO THEY DO THIS?**

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Slide 45

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Ethical Theories

- **Utilitarianism** - a theory of morality that advocates actions that foster happiness or pleasure and oppose actions that cause unhappiness or harm.
- When directed toward making social economic, or political decisions, a utilitarian philosophy would aim for the betterment of society as a whole.

- **Altruism -** Altruism is when we act to promote someone else's welfare, even at a risk or cost to ourselves.

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Ethical Perspectives

- Honesty
- Integrity
- Loyalty
- Trustworthiness
- Respect
- Responsibility
- Fairness
- Religious Ethos (Guidelines) on how to lead lives

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Impact On
Moral Decision Making

- Impact of religious and personal beliefs on workplace decision-making

- Different approaches to dealing with capability and performance issues based on ethical values

- Compassionate and punitive responses to work issues.

- Impact on and of management and leadership styles

- Impact on organisation culture.

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A.C.1.5 - Practical Activity Team Briefing

The SMT have asked you to create a short presentation outlining the following:

- **CHOOSE 3 ETHICAL THEORIES/PERSPECTIVES [UTILITARIANISM, UNIVERSALISM, ALTRUISM, HONESTY, INTEGRITY, LOYALTY, TRUSTWORTHINESS, RESPECT, RESPONSIBILITY, FAIRNESS, RELIGIOUS ETHOS]**

- **EXPLAIN EACH ONE BRIEFLY.**

- **YOU MUST ASSESS HOW UNDERSTANDING EACH OF THESE ETHICAL THEORIES CAN BE USED TO INFORM AND INFLUENCE MORAL DECISION MAKING - HOW ARE THEY APPLIED? HOW WELL DO THEY DO THIS?**

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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LEARNING OUTCOME 3

Be Able To Measure The Impact And Value Of People Practice To The Organisation

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A.C.3.1
APPRAISE DIFFERENT WAYS ORGANISATIONS MEASURE FINANCIAL AND NON-FINANCIAL PERFORMANCE

(APPROX. 275 WORDS)

- PROVIDE 1 EXAMPLE OF HOW TO MEASURE FINANCIAL PERFORMANCE AND BRIEFLY **EXPLAIN** HOW IT CAN BE USED
- FOR EXAMPLE: REVENUE, GROSS AND NET PROFIT, CASH FLOW, RETURN ON INVESTMENT, PRODUCTIVITY, KEY PERFORMANCE INDICATORS, ETC.

- YOU MUST **APPRAISE** THE METHOD - WHAT ARE ITS DIFFICULTIES, ADVANTAGES, LIMITATIONS. WHEN WOULD A PEOPLE PROFESSIONAL USE IT?

- PROVIDE 1 EXAMPLE OF HOW TO MEASURE NON FINANCIAL PERFORMANCE AND BRIEFLY **EXPLAIN** HOW IT CAN BE USED- FOR EXAMPLE: SERVICE LEVEL AGREEMENTS, BALANCED SCORECARD OR SIMILAR PERFORMANCE MANAGEMENT TOOLS, STAKEHOLDER BENEFITS AND FEEDBACK, CUSTOMER SATISFACTION, LEGAL COMPLIANCE, COMPLIANCE WITH ENVIRONMENTAL STANDARDS, SECTOR RATINGS ETC

- YOU MUST **APPRAISE** THE METHOD - WHAT ARE ITS DIFFICULTIES, ADVANTAGES, LIMITATIONS. WHEN WOULD A PEOPLE PROFESSIONAL USE IT?

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Measuring Financial Performance

Financial performance measures an organization's ability to manage finances. It is evaluated based on a firm's assets, liabilities, revenue, expenses, equity, and profitability.

- Revenue
- Gross profit
- Net profit
- Cash flow
- Profit & Loss (P & L)
- Balance sheet
- Return on Investment (ROI)

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Measuring
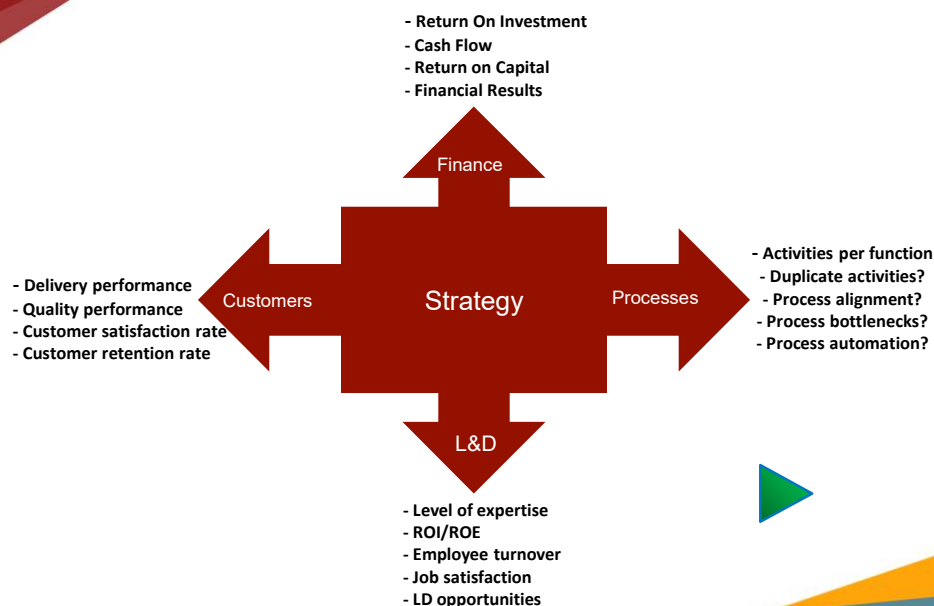# Non-financial Performance

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Non-financial measures of performance are metrics that companies use to gauge their success and performance in specific areas, without considering financial metrics. These measurements avoid using monetary values to denote success or failure.

- Key performance indicators
- Service level agreements
- Balanced scorecard or similar performance management tools
- Stakeholder benefits and feedback
- Return on Expectation (ROE)
- Customer retention and churn
- Legal compliance
- Compliance with environmental standards
- Innovation
- Market share

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Balanced Scorecard

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- **Return On Investment**
- **Cash Flow**
- **Return on Capital**
- **Financial Results**

Finance

- **Delivery performance**
- **Quality performance**
- **Customer satisfaction rate**
- **Customer retention rate**

Customers

Strategy

Processes

- **Activities per function**
- **Duplicate activities?**
- **Process alignment?**
- **Process bottlenecks?**
- **Process automation?**

L&D

- **Level of expertise**
- **ROI/ROE**
- **Employee turnover**
- **Job satisfaction**
- **LD opportunities**

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A.C.3.1 - Practical Activity Team Briefing

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In your role as an internal people consultant, you have been asked by the strategy team to outline the following:

- **PROVIDE 1 EXAMPLE OF HOW TO MEASURE FINANCIAL PERFORMANCE AND BRIEFLY EXPLAIN HOW IT CAN BE USED**
- **FOR EXAMPLE: REVENUE, GROSS AND NET PROFIT, CASH FLOW, RETURN ON INVESTMENT, PRODUCTIVITY, KEY PERFORMANCE INDICATORS, ETC.**

- **YOU MUST APPRAISE THE METHOD - WHAT ARE ITS DIFFICULTIES, ADVANTAGES, LIMITATIONS. WHEN WOULD A PEOPLE PROFESSIONAL USE IT?**

- **PROVIDE 1 EXAMPLE OF HOW TO MEASURE NON FINANCIAL PERFORMANCE AND BRIEFLY EXPLAIN HOW IT CAN BE USED- FOR EXAMPLE: SERVICE LEVEL AGREEMENTS, BALANCED SCORECARD OR SIMILAR PERFORMANCE MANAGEMENT TOOLS, STAKEHOLDER BENEFITS AND FEEDBACK, CUSTOMER SATISFACTION, LEGAL COMPLIANCE, COMPLIANCE WITH ENVIRONMENTAL STANDARDS, SECTOR RATINGS ETC**

- **YOU MUST APPRAISE THE METHOD - WHAT ARE ITS DIFFICULTIES, ADVANTAGES, LIMITATIONS. WHEN WOULD A PEOPLE PROFESSIONAL USE IT?**

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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A.C.3.2
EXPLAIN HOW TO MEASURE THE IMPACT AND VALUE OF PEOPLE PRACTICE USING A VARIETY OF METHODS

(APPROX. 400 WORDS)

- **EXPLAIN HOW PEOPLE PRACTICES ADD VALUE IN AN ORGANISATION - WHAT VALUE DO THEY BRING?**
- **YOU MUST USE AT LEAST 1 EXAMPLE TO SUPPORT YOUR EXPLANATION.**

- **EXPLAIN 2 DIFFERENT METHODS THAT COULD BE USED TO MEASURE THE IMPACT OF PEOPLE PRACTICES (E.G. MODELS OF EVALUATION, ROI/ROE, STAFF SURVEY) HOW AND WHAT DO THEY MEASURE?**

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How People Practices Add Value In An Organisation

- A primary way HR adds value to a company is by promoting this link and persuading company leaders to train and develop employees and reward strong performance through increased compensation and regular promotions.

- People and Performance – reinforcing the values of the business
- Talent Acquisition and Retention – recruitment and onboarding
- Protection from Lawsuits
- Participation in Strategic Planning
- Training and Development
- Changing the culture of an organization
- Reward
- Performance management

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Different Methods That Could Be Used To Measure The Impact Of People Practices

- Models of evaluation – Kirkpatrick

- ROI – Return On Investment

- Benefit / Cost x 100 = ROI %

- ROE – Return On Expectation

- Determining evaluation scope and criteria

- Types of information and evidence for evaluation

- Evaluation tools (for example staff satisfaction surveys, absence data, well-being).

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A.C.3.2 - Practical Activity Briefing To The Team

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The business partners have asked you to create a short presentation outlining the following:

- **EXPLAIN** HOW PEOPLE PRACTICES ADD VALUE IN AN ORGANISATION - WHAT VALUE DO THEY BRING?
- YOU MUST USE AT LEAST 1 EXAMPLE TO SUPPORT YOUR EXPLANATION.

- **EXPLAIN** 2 DIFFERENT METHODS THAT COULD BE USED TO MEASURE THE IMPACT OF PEOPLE PRACTICES (E.G. MODELS OF EVALUATION, ROI/ROE, STAFF SURVEY) HOW AND WHAT DO THEY MEASURE?

REFER TO THE CASE STUDY CONTEXT TO SUPPORT YOUR ARGUMENT

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Recap Of Day 1

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- Define evidence-based practice – discuss advantages and disadvantages
- How does evidence-based practice support people practice issues?
- How does evidence-based practice support organizational issues?
- What are some strengths and weaknesses of the PESTLE analysis?
- Discuss some micro-analysis tools
- How does critical thinking assist rational and objective debate?
- What are some decision making processes?
- What are some ethical theories and ethical perspectives?
- What is the impact on moral decision making?
- What is the balanced scorecard?
- How do people practices add value in an organization?
- Look at the assignment writing guide on the HUB. Against each AC, put a tick on any task that you can answer, and highlight the ones you need clarity on
- There are additional resources on the HUB can help you with that

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TASK ONE

QUANTITATIVE AND QUALITATIVE ANALYSIS REVIEW

WORD COUNT 1000 WORDS (+ / - 10%)

FOCUS ON THE COMMAND VERBS
EVALUATE, EXPLAIN, ASSESS, APPRAISE, ETC.

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Understand The Importance Of Decision-Making Strategies To Solve People Practice Issues.

LEARNING OUTCOME 2

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A.C.2.1
WITH REFERENCE TO A PEOPLE PRACTICE ISSUE, INTERPRET ANALYTICAL DATA USING APPROPRIATE ANALYSIS TOOLS AND METHODS.

(APPROX. 400 WORDS)

- **EXAMINE** THE 2 SETS OF DATA IN THE ASSIGNMENT BRIEF (TASK 2)
- WHAT DOES THE DATA TELL YOU?

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Quantitative & Qualitative Data

- **Quantitative data:** One of the most common and well-known categories of data is quantitative data, or data that can be expressed in numbers or numerical values.

- **Qualitative data:** Qualitative data is non-numeric information; Qualitative data is defined as the data that approximates and characterizes.

QUALITATIVE DATA **VS** QUANTITATIVE DATA
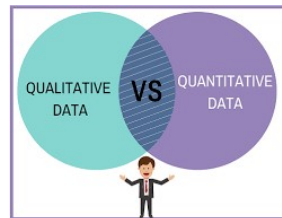
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Interpretation Of Data

- Causes (why?)
- Effects (results?)
- Trends (direction)
- Patterns (Similar things happening?)
- Themes (What's happening?)
- Anomalies (Unexpected occurences)
- Further questions (need to find more answers)
- Software (to help analyse the data)

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A.C.2.2
PRESENT KEY FINDINGS FOR STAKEHOLDERS FROM PEOPLE PRACTICE ACTIVITIES AND INITIATIVES.

(APPROX. 200 WORDS)

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- THE ASSESSMENT FOR AC 2.2 REQUIRES COMPLETION FOR THE ASSESSMENT FOR AC 2.1 FIRST. AS A PEOPLE PROFESSIONAL, YOU WILL NEED TO PRESENT DIFFERENT TYPES OF DATA AND ANALYSIS CLEARLY AND ACCURATELY TO A VARIETY OF STAKEHOLERS.
- YOU SHOULD ENSURE YOUR PRESENTATION OF DATA MEETS HIGH STANDARDS.

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Data Scrutiny

- Qualitative data
- Quantitative data
- Chart, graphs and tables
- Reports, briefing papers
- Presenattions relating to people performance calculations
- Organisation data: datasets related to specific HR/L&D/OD activities (for example:reward data, recruitment data)
- Compliance data
- Management financial data
- L&D related data, OD related data
- HR Information Systems (HRIS), Management Information Systems (MIS), Learning Management Systems (MIS)

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Systems To Measure Performance

- HR Information Systems (HRIS)
- Learning Management Systems (LMS)
- Management Information Systems (MIS)
- Key features?
- Advantages
- Disadvantages
- How used?
- Specific examples

PERFORMANCE MEASUREMENT

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Identifying The Issues

What is the evidence?

- Statistical data
- Process – records of errors
- Complaints
- Feedback
- Surveys
- Observation
- Outcome of investigations
- Critical path analysis

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Key Insights

- What Are Key Insights? Key insights outline the actionable steps your organization should take based on the findings you discover from your research.

- They're declarations that raw data can support, whether quantitative or qualitative.

- Where is the evidence?

  - Statistical data

  - Process – records of errors

  - Complaints

  - Feedback

  - Surveys

  - Observation

  - Outcome of investigations

  - Critical path analysis

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A.C.2.3

MAKE JUSTIFIED RECOMMENDATIONS BASED ON EVALUATION OF THE BENEFITS, RISKS AND FINANCIAL IMPLICATIONS OF POTENTIAL SOLUTIONS.

- **THIS TASK LEADS ON FROM AC 2.2. YOU SHOLD NOW INCLUDE A DISCUSSION OF COST-BENEFIT – SPECIFICALLY IDENTIFYING RISKS AND FINANCIAL IMPLICATIONS – FOR EXAMPLE, DIRECT AND HIDDEN COSTS.**

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Potential Benefits

Examples

- Enhanced productivity
- Raised levels of engagement
- Customer satisfaction
- Enhanced capabilities
- Improved organisational culture
- Enhanced metrics
- Improved communications
- Greater efficiency

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Potential Risks

Examples:

- Legal
- Health & safety
- Financial
- Reputational
- Capability
- Employee engagement
- Customer engagement
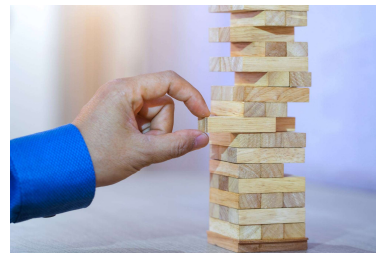
73

Financial Implications

Examples:

- Direct costs (costs of implementing the solution)
- Indirect costs (for example loss of working time or need for skills upgrade in relation to the solution)
- Costs in relation to the short and long term benefits (cost benefit analysis, return on investment)
- Costs in relation to budget limitations and feasibility of solutions.

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Recap Of Day 2

- **Systems to measure performance are**

| HRMS | HRIS | MCAT | LMS |

- **Quantitative data is...**

| BASED ON DESCRIPTIONS | BASED ON NUMBERS |

- **Qualitative data is...**

| BASED ON DESCRIPTIONS | UNNECESSARY |

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Recap Of Day 2

Systems to measure performance are

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Quantitative data is…

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Recap Of Day 2

Systems to measure performance are

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Recap Of Day 2

OAKWOOD
INTERNATIONAL

- **Systems to measure performance are**

| HRMS | HRIS | MCAT | LMS |

- **Quantitative data is...**

| BASED ON DESCRIPTIONS | BASED ON NUMBERS |

RECAP

- **Qualitative data is...**

| BASED ON DESCRIPTIONS | UNNECESSARY |

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Questions?

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Assessment Brief

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- Pre-assignment activities
- Assignment template
- Explain theory and practical application
- Research
- 'Assessment Guidance' document
- 'Materials'
- Harvard Referencing – minimum of 1/question
- Structure
- Spelling and grammar
- Wordcount (+/- 10%)
- Assignment writing guide on the HUB

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FINAL CHECKS	
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.	✓

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Thank You!

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