

ASSOCIATE DIPLOMA IN ORGANISATIONAL LEARNING DEVELOPMENT

**5C002
ADOLD/ADPM**

ASSIGNMENT WRITING GUIDE

EVIDENCE BASED PRACTICE

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



TASK ONE-REPORT

You must include both **long** and **short** references. You should use **relevant theory** where possible.

Please focus on the command verb **highlighted** at the start of each task.
Total word count 2,900 words.

AC 1.1

Evaluate the concept of evidence-based practice including how it can be applied to decision-making in people practice. (Approximately 450 words)

KEY FOCUS AREA. EBP is not just about understanding data-driven HR and the usual metrics, but specifically how HR can connect what it's doing to organisational outcomes. HR should not only align with the business but drive the business by making better decisions about the workforce. It's about providing insight to support sound decision making and judgements.

Use 3 sub-headings

- Provide a definition of evidence-based practice? What is it?
- **Evaluate** EBP overall – how useful is it? What are the weaknesses/limitations?
- **Identify 2 people practice issues**, within your organisation – explain how EBP can support sound decision making and judgements for these issues.

People Practice examples: (we do **not** need an explanation of what these are)

Resourcing
Reward L&D
Performance

A different area of the Employee Lifecycle

For example, when you are hiring what sort of evidence do you use to help you make decisions about the best candidate?

- **Identify 1 organisational issue** within your organisation – explain how EBP can support sound decision making and judgements for these issues

Organisational issues examples: (we do **not** need an explanation of what these are)

Raising level of employee engagement
Increasing productivity

Raising levels of customer satisfaction Themes associated with change

For example, when trying to raise employee engagement what evidence do you need to review?

Reference Links:

- <https://www.cebma.org/wp-content/uploads/Evidence-Based-Practice-The-Basic-Principles.pdf>
- <https://www.aihr.com/blog/hr-metrics-and-analytics-how-both-can-add-value/>

AC 1.2

Evaluate a range of analysis tools and methods including how they can be applied to diagnose organisational issues, challenges and opportunities
(Approximately 400 words)

KEY FOCUS AREA. Every organisation is affected by a wide range and number of factors. In other words, an organisation never exists and operates “in a vacuum”. It is a part of a larger business environment. In broad terms, this business environment can be divided into two categories.

1. The micro-environment is basically the environment that has a direct impact on your organisation - includes customers, suppliers, resellers, competitors, and the public.
2. The macro-environment is more general - it is the environment in the economy itself. It includes economic factors, demographic forces, technological factors, natural and physical forces, political and legal forces, and social and cultural forces.

Use 2 sub-headings

- Identify **1 macro analysis tool** that can be used in people practice
For example SWOT or PESTLE etc
- Identify **1 micro analysis methods** that can be used in people practice
For example observations, exit interviews etc
- You **MUST** evaluate each one – what is good about it? What is not so good? What are the weaknesses/strengths?

You must **explain how** each tool and method **can help a people professional diagnose issues, challenges and opportunities.**

Reference Links:

- <http://www.slideshare.net/Timothy212/strategic-analysis-tools>
- <https://keydifferences.com/difference-between-micro-internal-and-macro-external-environment.html>
- <https://corporatefinanceinstitute.com/resources/knowledge/strategy/ansoff-matrix/>
- <https://www.youtube.com/watch?v=bYn4CyL3r5w> (PESTLE Analysis Video)

AC 1.3

Explain the principles of critical thinking including how you apply these to your own and others' ideas. (Approximately 450 words)

KEY FOCUS AREA. Critical thinking is the ability to think clearly and rationally, understanding the logical connection between ideas. It is the ability to engage in reflective and independent thinking. The focus in this question is on critical thinking, what it is and how it is applied as part of effective decision-making.

Use 4 sub-headings

- Explain the main **principles** of critical thinking.
- Briefly explain why it is important for the People Professional to develop this skill 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, use critical thinking when considering **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)

Reference Links:

- <https://www.skillsyouneed.com/learn/critical-thinking.html>
- CIPD Profession Map

AC 1.4

Explain a range of (3) decision-making processes. (Approximately 400 words)

KEY FOCUS AREA. Decision making refers to making choices on alternative courses of action – which may also include inaction- which should ensure you achieve an effective outcome.

Use 3 sub-headings

- 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

Reference Links:

- <https://www.businessballs.com/problem-solving-and-decision-making/decision-making-and-problem-solving/>

AC 1.5

Assess how (3) different ethical perspectives can influence decision-making.
(Approximately 400 words)

KEY FOCUS AREA. Ethical decision making is the process in which you aim to make your decisions in line with a code of ethics. To do so, you must seek out resources such as professional guidelines and organizational policies and rule out any unethical solutions to your problem.

Use 3 sub-headings

- 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?

Reference Links:

- https://peopleprofession.cipd.org/Images/ethical-decision-making-2015-eight-perspectives-on-workplace-dilemmas_tcm29-9564.pdf
- <https://www.cipd.co.uk/knowledge/culture/ethics/role-hr-factsheet>
- <https://blog.hubspot.com/marketing/ethical-decision-making>
- <https://opentextbc.ca/principlesofmanagementopenstax/chapter/ethical-principles-and-responsible-decision-making/>

AC 3.1

Appraise (2) different ways organisations measure financial and non-financial performance. (Approximately 400 words)

KEY FOCUS AREA. Measuring performance is vital within an organisation if they are to succeed. There are several methods available to do this – financial and non-financial. Here you need to explore both.

Use 2 sub-headings

- **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?

Reference Links:

- <https://www.ntaskmanager.com/blog/business-metrics/>
- <https://onstrategyhq.com/resources/27-examples-of-key-performance-indicators/>
- <https://online.hbs.edu/blog/post/financial-statement-analysis>
- [15 Examples Of Non-Financial Performance Measures To Track - Clear Point Strategy](#)

AC 3.2

Explain how to measure the impact and value of people practice using a variety of methods (400 words)

KEY FOCUS AREA. How can People practice add value? How can organisations measure the impact of these and why is that important?

Use 2 sub-headings

- 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?

Reference Links:

- <https://www.aihr.com/blog/hr-metrics-and-analytics-how-both-can-add-value>
- <https://www.aihr.com/blog/hr-value-chain-essential-tool-for-adding-value-to-hr/>
- <https://www.aihr.com/blog/people-analytics-resource-library/>

NOTES:

PART TWO

Quantitative and qualitative analysis review:

You must include both **long** and **short** references. You should use **relevant theory** where possible.

Please focus on the command verb **highlighted** at the start of each task.

AC 2.1

With reference to a people practice issue, **interpret** analytical data using appropriate analysis tools and methods (Approximately 400 words)

KEY FOCUS AREA. Examine the 2 sets of data in the assignment brief (Task 2) What does the data tell you?

TABLE 1- Please note there are 260 employees in this data set

Firstly, review the Equality, Diversity, Inclusion and Salary data that is presented in Table 1
We advise you use a clear sub-heading for each set of analysis:

a. percentage of each gender by type

- Sort the data by gender
- Calculate the percentage of each gender eg number of females/total number of employees x 100
- Express your answer to 2 decimal places or the nearest whole number
- **Produce a written analysis on any themes you notice about the gender balance in the organisation.**

b. ethnicity as a percentage per team.

- Sort the data by team 1st and then by ethnicity 2nd
- Calculate the percentage of ethnicity in each department eg business services take the total number of white british employees /total number of employees in the team x 100
- Do this for every ethnicity in each team.
- Express your answer to 2 decimal places or the nearest whole number
- **Produce a written analysis on any themes you notice about the ethnicity balance in the organisation.**

c. disability percentage as an organisational whole and by teams.

- Sort the data by teams 1st and then by disability 2nd
- Calculate the percentage of disabled people for the whole team eg number of disabled people/total number employees in the organisation x 100
- Now calculate the percentage of disabled people in each team eg number of disabled people in business services / total number of employees in business services x 100
- Do this for every team
- Express your answer to 2 decimal places or the nearest whole number
- Produce a written analysis on any themes you notice about disability within the organisation.

d. salary difference across genders.

- Sort the data by gender 1st and then by salary 2nd
- State the lowest and highest salary for women
- State the lowest and highest salary for men
- State the lowest and highest salary for non-binary
- Calculate the average for each gender eg add all the female salaries together/ by total number of females
- Then do the same calculation for male and non-binary salaries
- Express your answer to 2 decimal places or rounded to the nearest £
- Produce a written analysis on any themes you notice about the salary equity and fairness in the organisation.

e. overall average salary paid by the organisation

- Add all the salaries together for the whole organisation/ by total number of employees in the organisation
- Express your answer to 2 decimal places or rounded to the nearest £
- Provide a final conclusion about what the data shows about Equality, Diversity and Inclusion with regards to salary in the organisation

TABLE 2 Hybrid working practices survey

Table 2 gives the rating feedback scores for a sample of 300 employees taken from a recent survey on hybrid working practices.

- Analyse the data in table 2 and provide a narrative that oversteering:
- What are the main challenges that employees have with hybrid working?
- What are the positives that employees have with hybrid working?
- What themes and patterns do you notice in the data?

Reference Links:

- <https://www.aihr.com/blog/hr-metrics-and-analytics-how-both-can-add-value>
- <https://www.aihr.com/blog/hr-value-chain-essential-tool-for-adding-value-to-hr/>
- <https://www.aihr.com/blog/people-analytics-resource-library/>

QUESTION 2

AC 2.2

Present key findings for stakeholders from people practice activities and initiatives.
(Approximately 200 words)

KEY FOCUS AREA. The assessment for AC 2.2 requires completion of 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 stakeholders. You should ensure your presentation of data meets high standards.

Please ensure you insert your graphs within the learner assessment brief- where it says 'type here'

Do **NOT** use a line graph for this task- you should use bar charts, pie charts, cluster bar charts

TABLE 1- Equality, Diversity and Inclusion Salary data

- Provide 1 graph that represents your findings from the data in Table 1 (this could be to show salary by gender, salary by ethnicity by team etc)
Remember you are presenting your findings to stakeholders so you **MUST** ensure your graphs are **clearly labelled (axis and headings) and the data is clear and accurate.**
- Add a brief narrative underneath to explain **what your graph shows**

TABLE 2 Hybrid working practices survey

- Provide 1 graph that represents your findings from the data in Table 2
Remember you are presenting your findings to stakeholders so you **MUST** ensure your graphs are **clearly labelled (axis and headings) and the data is clear and accurate.**
- Add a brief narrative underneath to explain what your graph shows

Reference Links:

- <https://www.aihr.com/blog/hr-metrics-and-analytics-how-both-can-add-value>
- <https://www.aihr.com/blog/hr-value-chain-essential-tool-for-adding-value-to-hr/>
- <https://www.aihr.com/blog/people-analytics-resource-library/>

AC 2.3

Make justified recommendations based on evaluation of the benefits, risks and financial implications of potential solutions. (Approximately 400 words)

KEY FOCUS AREA. This task leads on from AC2.2. You should now include a discussion of cost-benefit – specifically identifying risks and financial implications – for example, direct and hidden costs.

Use 2 sub-headings

TABLE 1- Equality, Diversity and Inclusion Salary data

- Make 2 recommendations as to how the organisation can improve equality, diversity and inclusion in terms of salary Provide a rationale for these - why have you chosen them?

For each recommendation you MUST cover the following:

- Benefits**

Explore possible positive **benefits** - increased productivity, higher employee engagement, better Customer satisfaction etc... of implementing the solution

- Risks**

Identify the **risks** - Legal, Health & safety, Financial, Reputational etc... of implementing the solution

- Costs**

Identify the **financial implications** - **Direct costs** [costs of implementing the solution] and **Indirect costs** [loss of working time or need for skills upgrade in relation to the solution]

TABLE 2 Hybrid working practices survey

- Identify 1 recommendation for improve issues highlighted by the data on hybrid working practices
- Provide a rationale for this - why have you chosen it? You will need to consider the benefit of the recommendation.

For each recommendation you MUST cover the following:

- Benefits**

Explore possible positive **benefits** - increased productivity, higher employee engagement, better customer satisfaction etc... of implementing the solution

- Risks**

Identify the **risks** - Legal, Health & safety, Financial, Reputational etc... of implementing the solution

- Costs**

Identify the **financial implications** - **Direct costs** [costs of implementing the solution] and **Indirect costs** [loss of working time or need for skills upgrade in relation to the solution]

Reference Links:

- https://www.mindtools.com/pages/article/newTED_03.htm

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.	