ASSOCIATE DIPLOMA:

PEOPLE MANAGAMENT
ORGANISATIONAL LEARNING
DEVELOPMENT

5CO03
ADPM/ADOLD

ASSIGNMENT WRITING GUIDE

PROFESSIONAL BEHAVIOURS
AND VALUING PEOPLE

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: PROFESSIONAL, ETHICAL AND INCLUSIVE BEHAVIOURS

You must include both **long and short references**

You are advised to familiarise yourself with the CIPD Profession Map as many of the tasks relate to this and it should be used as a source

You should also use **relevant theory** where possible in your answers

Please focus on the command <mark>highlighted</mark> verb at the start of each task.

Total word count: 2,250 words

AC 1.1

<mark>Appraise</mark> what it means to be a people professional. **(Approximately 400 words)**

> **KEY FOCUS AREA**. **Provide a definition of 'Professional' (supported by references). Write it from your own view and experience (how being a People Professional makes you feel; what you believe is important as far as behaviours, ways of working, what you do and how you do it)**

Use 3 sub-headings

- Provide a general definition of the term 'professional' (make sure you reference your source)

- Referring to **two** professional behaviours explain what it means to be a <u>people professional</u>

- Referring to **two** professional activities explain what it means to be a <u>people professional</u>

- **You must refer to the CIPD Profession Map within your answer and reference this**

Reference Links:
- https://peopleprofession.cipd.org/profession-map
- https://www.cipd.co.uk/knowledge/culture/ethics/ethical-behaviour

AC 1.2

Recognise how personal and ethical values can be applied in the context of people practice (Approximately 300 words)

KEY FOCUS AREA. This is about you defining ethical values and identifying at least 3 personal (ethical) values with a clear explanation of how these shape what you do and how you do it as a People Professional.

Use 3 sub-headings
- Discuss the concept of **ethical values.**
- Choose **two personal and ethical values** *(e.g., fairness, honesty, inclusivity, integrity, valuing others).*
- Explain how each of your chosen examples can be applied in **your work as a people professional**

  e.g., how you build relationships, how you approach decision-making, how you handle conflict.

Reference Links:
- https://www.cipd.co.uk/knowledge/culture/ethics/ethical-behaviour
- https://worldsmostethicalcompanies.com/
- https://www.cipd.org/en/knowledge/factsheets/ethics-role-hr-factsheet/

AC 1.3

Consider the importance of people professionals contributing to discussions in an informed, clear and confident way to influence others (Approximately 350 words)

KEY FOCUS AREA. Good communication is key to your success – as a person and as a People Professional. Communication is a well-defined process of sharing different information, ideas, feelings, etc. between two or more people. The more competent you are at communication the more influence, credibility, and impact you will have as a People Professional.

Use 2 sub-headings
- Explain why it is important for a people professional to be able to influence others and ensure the 'people' practice voice is heard within an organisation. What would the consequences be if communication was not clear, informed and confident?

- Explain **two techniques** you would use to **influence and inform** others in a **clear and engaging** way
- *Consider factors such as tone and volume of voice, checking understanding, clarifying points, active listening, using evidence to support arguments, adapting content to suit the audience.*

Reference Links:
- https://edexec.co.uk/the-seven-cs-of-communication
- https://www.youtube.com/watch?v=1dO0dO_wmE
- https://www.cipd.org/en/knowledge/factsheets/employee-communication/

AC 1.4

<mark>Recognise</mark> when and how you would raise matters which conflict with ethical values or legislation. (Approximately 350 words)

KEY FOCUS AREA. Raising Issues – speaking up and being confident, using evidenced based approach to raise issues relating to organisational policy, leadership approach, ethical values or issues surrounding compliance with legislation. The conflict may arise from organisational policies or practices, leadership style or conflict between individuals.

Use 2 sub-headings

- For each of the situations below, provide an example (real or hypothetical) from the workplace of an issue that would cause you to raise the matter to a manager or other authority

a) where you consider something to be unethical (whether or not it is illegal)

- Provide a specific example of something unethical
- Briefly explain the issue and how it breached your ethical code of practice
  - e.g., the implementation of a new policy that indirectly discriminated against a protected characteristic.
- Explain how you would raise this with a senior. What procedure would you follow?

b) where you believe something contravenes UK legislation.

- Provide a specific example of something that contravenes UK legislation. <mark>You must clearly state what the legislation is (ACT/LAW)</mark>
- Briefly explain the issue and how it breaches legislation
  - e.g., the implementation of a new policy that contravenes working time legislation or equal opportunities etc
- Explain how you would raise this with a senior. What procedure would you follow?

Reference Links:

- https://whistleblowingnetwork.org/Home
- https://www.acas.org.uk/how-to-raise-a-problem-at-work
- https://www.indeed.com/career-advice/career-development/management-issues
- https://hk.indeed.com/career-advice/career-development/problems-at-work

AC 2.1

Argue the human and business benefits of people feeling included, valued, and fairly treated at work linking to related theory (Approximately 400 words)

> **KEY FOCUS AREA.** When employees are appreciated and treated fairly, they will more likely feel engaged, be more motivated, and more likely to perform at a high level.

Use 3 sub-headings

- **Choose 2 theories** (for example Daniel Pink's 3 elements of motivation, McClelland's 3 needs or Maslow's Hierarchy of Needs, David Rock).

- Briefly explain each theory.

- For each theory argue the **business benefits** of people at work feeling included, valued, and treated fairly.

  - *This may include - Reduced dispute and conflict / Increased retention / Increased efficiency and effectiveness.*

- For each theory argue the **human benefits** of people at work feeling included, valued, and treated fairly.

  - *This may include - Job Satisfaction / Enhanced worker wellbeing / Motivation.*

Provide a brief summary of your OWN views on the benefits you identify

Reference Links:
- https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/creating-a-culture-of- belonging.html
- https://grow.betterup.com/resources/the-value-of-belonging-at-work-the-business-case-for-investing-in- workplace-inclusion
- https://www.mindtools.com/pages/article/human-motivation-theory.htm

AC 2.2

<mark>Discuss</mark> strategies for designing and ensuring inclusive people practices. (Approximately 450 words)

KEY FOCUS AREA. How do you make sure that policy and people practice initiatives are inclusive andmeet the needs of those impacted by them?

Use 5 sub-headings

- Give an example of one **people practice issue.** *E.g., absenteeism, high turnover, dissatisfaction with reward, lack of employee engagement.* **What was the initiative to address this issue** *E.g., a new sick leave policy, a retention strategy, a new reward programme, employee voice opportunities.*

- Explain **two ways** this policy or solution was designed to be **inclusive**
    - *E.g., how could you engage others in the design and implementation? Who could you involve? What methods would you use to collect ideas?*

- Explain **two ways** that could be used to check that the policy or initiative engages with and meets the needs of employees
    - *How would you gather feedback to check that the policy is fit for purpose? Surveys, consultation, informal chats etc.*

Reference Links:

- https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet#gref
- https://www.b2binternationalusa.com/publications/consulting-with-stakeholders/
- https://uservoice.com/blog/5-smart-channels-for-gathering-feedback-from-internal-stakeholders
- https://app.croneri.co.uk/strategic-briefings/linking-hr-practices-and-initiatives-business-outcomes

NOTES:

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TASK TWO:
Professional Review

You must include both **long and short references**
You MUST base this section on your own experience

Total word count 1,000

AC 2.3

Reflect on your own approach to working inclusively and building positive working relationships with others. **(Approximately 200 words)**

KEY FOCUS AREA. These two ACs are about reflecting on your own skills based on your own self-assessment and others' feedback. The first stage of your CPD should be to understand where you've come from, where you are and then where you want to be.

Use 2 sub-headings

- Provide one specific example of how you worked inclusively and built positive working relationships with colleagues.

- You must explain what skills and behaviours you used.

- Reflect on your approach. What was the outcome? How successful were you? What could you have done differently?

Reference Links:
- https://peopleprofession.cipd.org/profession-map
- https://www.cipd.org/en/knowledge/reports/building-inclusive-workplaces/

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AC 3.1

Explore how the role of a people professional is evolving and the implications this has for continuing professional development. (approximately words 250)

KEY FOCUS AREA. These two ACs are about reflecting on your own skills based on your own self-assessment and others' feedback. The first stage of your CPD should be to understand where you've come from, where you are and then where you want to be.

Use 2 sub-headings

- Briefly explain how the role of the people professional has changed over the last few years. *For example, the post-pandemic world, emerging technologies, and remote working practices.*

- How does this impact on your **OWN** CPD? Give **2 examples** of how you have updated your CPD to ensure you have kept up to date with changes and developments in your job role

Reference Links:
- https://www.cipd.org/uk/views-and-insights/thought-leadership/insight/people-professionals-digital-era/
- https://www.peoplemanagement.co.uk/article/1751752/whats-store-for-people-profession-2022
- https://www.peoplemanagement.co.uk/article/1751752/whats-store-for-people-profession-2022

AC 3.2

Assess your strengths, weaknesses and development areas based on self-assessment and feedback from others. (Approximately 250 words)

KEY FOCUS AREA. These two ACs are about reflecting on your own skills based on your own self-assessment and others' feedback. The first stage of your CPD should be to understand where you'vecome from, where you are and then where you want to be.

Use 4 sub-headings

- **Identify 2 sources** of feedback on your performance from others that identify some of your strengths, weaknesses and development needs.

  State clearly who the feedback is from, briefly explain the feedback and how you have used it to support your self-assessment judgements *(e.g., comments from customer feedback, performance appraisals, 360 review, 1-1s)*

- Identify **1 key strength** from your OWN self-assessment and briefly justify your choices
- Identify **1 key weakness** from your OWN self-assessment and briefly justify your choices
- Identify **1 development need** from your OWN self-assessment and briefly justify your choices

You MUST answer this task based on your responses for AC2.3 and AC3.1 above

- For example- in AC2.3 what were your strengths and weaknesses in regard to working inclusively and building relationships?
- For example in AC3.1 what were your strengths and weaknesses in regard to keeping up to date with people profession developments in your job role.

Reference Links:

- https://www.cipd.org/en/knowledge/evidence-reviews/performance-feedback/#:~:text=When%20delivered%20well%2C%20feedback%20can,work%20with%20reactions%20to%20feedback.
- https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/evidence-reviews/performance-feedback-evidence-review_tcm18-111378.pdf
- https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/evidence-reviews/performance-feedback-scientific-summary_tcm18-111387.pdf

AC 3.3

Formulate a range of formal and/or informal continuing professional development (CPD) activities to support your learning journey. **(Approximately 300 words)**

KEY FOCUS AREA. This AC is about planning your CPD activities to meet your learning needs. Consider the range of learning opportunities available to you and for each development objective decide on the most appropriate initiative to support your learning journey.

(Note: If using the CIPD 'My Learning Plan', you may find it useful to self-assess against the behaviours: 'Working Inclusively' and 'Passion for Learning' as this will stimulate development ideas around the areas at Q1 and Q2 above. (However, there is no requirement to provide copies of these self-assessment pages and your chosen activities should not be limited to these areas.) Your Learning Plan activities can be 'copied and pasted' into your assignment document, and edited so that you are not adding unnecessary words to your word count.

▪ Write a CPD plan that contains details of 3 specific activities that you will undertake in the next 12 months, that will help you develop skills to meet your needs identified in the previous tasks

▪ We suggest following this table format for your plan (you must have **a minimum of 3 entries**):

Development need identified from self-assessment	What formal or informal learning activity will I undertake?	Why have you chosen this specific activity? *Consider your learning style, possible costs, flexibility, time away from work etc.*	What resources or support will I need?	Target date for review and completion (month and year)

You should provide sufficient detail in your entries to make it clear what activity you intend to undertake

Reference Links:

▪ https://peopleprofession.cipd.org/profession-map
▪ https://hbr.org/sponsored/2019/02/why-your-organizations-future-demands-a-new-kind-of-hr
▪ https://www.cipd.org/en/learning/cpd/

AC 3.4

AC 3.4. <mark>Reflect</mark> on the impact of your continuing professional development activities on own behaviour and performance. (no word count)

> <u>KEY FOCUS AREA.</u> This AC is about reflecting on your own CPD and how it impacts you and those around you. Think about, and capture the impact, covering positive as well as negative. What was the impact on you, your team, your colleagues, your customers, your stakeholders, the organisation, or your department?

<mark>You MUST choose either OPTION 1 OR OPTION 2</mark>

<mark>Option1 (offline):</mark>

To complete the task please use the table below and insert your table in the Learner Assessment brief in the section for AC3.4

Create a 5**-column table** with the following headings:

<mark>You must provide 3 CPD activities over the last 12 months</mark>

Date	CPD Activity (what did you do?)	Why I have chosen this activity	Impacts of this CPD on my behaviour/performance How will this impact the way I will approach situations in the future?	Any further action? What do I need to do for this learning to have a wider positive impact? (eg others/my organisation)

<u>**Date**</u>

- Put the month and the year for your activity. (e.g. the LAST 12 months - January 2023)

<u>**CPD Activity**</u>

- The entries in this column should outline a range of formal and informal activities (e.g. formal learning events, online research, reading a book or journal, watching a video, shadowing a colleague, (participating in a particular work project- although you must state how this would stretch or develop your skills/knowledge etc). You must have at least 3 activities undertaken within the last 12 months. Therefore these should be different to the activities in AC3.3 as you will already have completed them)

<u>**Why I have chosen this activity**</u>

- This column should explain why you chose each CPD activity. (e.g. in response to a performance management objective, to stretch your own knowledge, because it is an area of interest)

Impacts of this CPD on my behaviour/performance

- This column should explain how the CPD activity has impacted the way you work. How is your performance different because of this learning? What have your colleagues gained from your CPD? Has your CPD made you aware of any further learning needs you might have? How might you approach things differently?

- You could discuss:

- *the positive **and** negative impacts of the CPD on you, your team, your colleagues and any other stakeholders.*

- *Positive impacts may include higher productivity and efficiency, ability to add value, increased confidence.*

- *Negative impacts include work-life balance and time away from work.*

Any further action

- What further action might you need to take for the learning to have a wider positive impact? Do you need to do more study on the topic? Do you need to practice a new technique, skill?

Option 2 (online):

- Access the CIPD My Reflections Tool (you will need your email address and password for this). You must be a member of the CIPD to access the online My Reflections tool.

- **You must take copies/screen shots of the 3 reflections you have completed and add them into the Learner Assessment brief in the section for AC3.4 The screen shots form part of your evidence for this AC. Please add clear headings to explain what each screen shot shows.**

- (please note: CIPD pre-populated question text is excluded from word count).

Reference Links:
- https://www.cipd.org/uk/learning/cpd/cycle/
- https://www.cipd.org/uk/knowledge/bitesize-research/reflections-cpd/

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.	
For AC3.4 have included either your table (option 1) or CIPD reports (option 2)	
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. | |