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| 5CO02 Evidence-based practice |
| *Learner Assessment Brief*  **Assessment ID / CIPD\_5CO02\_23\_01** |

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*Level 5 Associate Diploma in*

* People Management
* Organisational Learning and Development
* Version 1 – Released June 2023
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**5CO02**

**Evidence-based practice**

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

### CIPD’s insight

**Technology and data use in HR functions (March 2023).**

Is there an ideal ratio when it comes to the size of HR teams in organisations? There are plenty of variables to consider. These include HR’s role in the business, the extent to which ‘HR responsibilities’ are delegated elsewhere, the capability and capacity of those with said responsibilities, and of course, how technology and data are used to support HR functions.

In this article, we outline the findings from our [survey](https://www.cipd.co.uk/knowledge/work/technology/workplace-people-management/hr-software-investment/) of 1,174 UK-based HR bosses to shed light on HR’s operating model from a technology and data perspective. Respondents were from organisations with 50 or more employees worldwide – the size we’d expect technology like HR information systems (HRIS) to become crucial for keeping track of employee records.

[**https://www.cipd.co.uk/knowledge/work/technology/workplace-people-management/technology-data-hr-functions**](https://www.cipd.co.uk/knowledge/work/technology/workplace-people-management/technology-data-hr-functions)

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

Evidence-based practice is about making better decisions, informing action that has the desired impact. An evidence-based approach to decision-making is based on a combination of using critical thinking and the best available evidence. It makes decision makers less reliant on anecdotes, received wisdom and personal experience – sources that are not trustworthy on their own. It’s important that people professionals to adopt this approach because of the huge impact management decisions have on the working lives and wellbeing of people in all sorts of organisations worldwide. This factsheet outlines the four sources of evidence considered key to effective evidence-based practice, before highlighting the importance of combining these to ensuring actions have the greatest chance of success. It outlines and refutes a number of misconceptions about evidence-based practice, before looking at literature which demonstrates the effectiveness of evidence-based practice. Finally, the factsheet explains the practical implications of applying evidence-based practice to real-life organisational scenarios.

[**https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet**](https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet)

**People analytics (May 2021)**

People analytics is about analysing data about people to solve business problems. You can find people data from HR systems, from other departments like IT, and from external sources such as salary surveys. You can use insights from people data to drive organisational change.

In this factsheet, we explain what people analytics is, why it’s important and how it’s used. We introduce key terms such as correlation, causation, predictive and prescriptive. We also discuss who is responsible for people analytics as well as the strategy and process for doing people analytics.

[**https://www.cipd.co.uk/knowledge/strategy/analytics/factsheet**](https://www.cipd.co.uk/knowledge/strategy/analytics/factsheet)

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

## Preparation for the Tasks:

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

## You will also benefit from:

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



# Scenario

Your 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.

# Section One –Report

For section one, you are to produce a report that provides the Senior Management team with knowledge and understanding of what evidence-based practice is and the approaches that can be taken for effective critical thinking and decision-making that ensures integrity and value is upheld.

You must ensure that you:

* Evaluate the concept of evidence-based practice and assess how approaches to evidence-based practice can be used to provide insight that supports sound decision-making across a range of people practices and organisational issues. (AC 1.1)
* Evaluate **one** appropriate analysis tool and **one** appropriate analysis method that might be applied by organisations to recognise and diagnose issues, challenges, and opportunities. (AC 1.2)
* Explain the main principles of critical thinking and describe how these might apply to your own and others’ ideas to assist objective and rational debate. (AC 1.3)
* Explain **three** decision-making processes that can be applied to ensure that effective outcomes are achieved. (AC 1.4)
* Assess **three** different ethical perspectives and explain how understanding of these can be used to inform and influence moral decision-making. (AC 1.5)
* Appraise **two** different ways organisations measure financial and non-financial performance, providing one example of each. (AC 3.1)
* Explain how people practices add value in an organisation and identify **two** methods that might be used to measure the impact of people practices. (AC 3.2)

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

Your evidence must consist of:

* Written responses to each of the 7 instructions above.
* Approximately 2900 words in total, refer to CIPD word count policy.
* **IMPORTANT NOTE:** At Associate Level Referencing is **mandatory** – you must provide a reference where you have drawn from a secondary source; Harvard referencing is preferable. Please use the Reference box provided to record all your long references. Short references should be included within the narrative. We advise you read the guidance on how to set out your references on the Learner Hub.
* Upload the completed Learner Assessment brief, with both tasks completed, through the Assignments option in the Oakwood Learner Hub.

*Section One – Report Questions*

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| Evaluate the concept of evidence-based practice including how it can be applied to decision-making in people practice. (AC 1.1)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 450 words** |
| Evidence based practice (EBP) is utilizing the best available evidence from several resources for making decisions to increase the probability of positive outcomes. The evidence could be information or facts that support or contradict an assumption, a claim, or a hypothesis (CIPD, 2022). An effort must be exerted for collecting and evaluating evidence to make better informed decisions. The evidence’s validity and reliability must be scrutinized before it is taken to be backup for decisions made (Briner, 2019).  EBP, however, is not without its own limitations. It involves evaluating and scrutinizing the best available evidence which is a skill that could not exist when decision is made. Decision maker might fall in the trap of cognitive bias like confirmation bias and cherry pick the evidence that confirms their perspectives. Additionally, available evidence is becoming invalid very soon in a VUCA world. Evidence that was valid few years ago might not be valid nowadays (cebma.org, n.d.).  **High Absence Levels:**  High absence level is a typical people practice issue that needs to be carefully evaluated using evidence-based principles. Absence data alone is not alone to make an intervention with the issue; the root cause of the issue is also a key to solve the problem. Therefore, alongside the absence data, decision maker should make a thorough qualitative and quantitative analysis of the absence data. In other words, decision maker needs to know what the real cause for the absence is. Analyzing absence data, serval measures could be used to measure the depth of the problem. For example, Bradford factor could be measured in the organization and then measured against certain benchmark, industry accepted figures or certain organization in the same industry, for example.  Using that analysis, an informed decision could be taken to solve the issue. Another round should be taken to measure the decision effectiveness.  **Updating Outdated L&D Practices:**  L&D practices play a significant role in driving the individual and organizational performance. When individuals’ and/or organizational performance are not up to the standard, it needs intervention. A tool like balanced scorecard (Kaplan and Norton, 1992) could utilized to measure the organizational performance, and the individuals’ performance KPIs could be used to measure individual performance. That kind of evidence provides valuable information about performance health in the organization which depends on L&D practices that should be revisited and updated.  A decision is made to update the L&D practices based on above evidence and the cycle repeats to measure the decision viability.  **Amendments of Policies and Procedures:**  Organizational policies and procedures are the solid ground that the organization stands on. Regular reviewing of policies and procedures is vital for organizational success including employee and customer satisfaction, and statutory compliance. Making a decision to amend them require robust evidence like stakeholders’ feedback that indicate if there is a need to change organizational policies and procedures. Statutory compliance is a must in any organization. Reviewing relevant laws and comparing them to the current policies is a must for every organization. |

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| Evaluate a range of analysis tools **(One)** and methods **(One)** including how they can be applied to diagnose organisational issues, challenges, and opportunities. (AC 1.2)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| **PESTLE Analysis:**  PESTLE analysis is an activity that is used for fact-finding the external factors that could have an impact on the organization’s decision to enable it seize opportunities and avoid threats (CIPD. 2021). PESTLE analysis scans external environmental factors to the organization (Political, Economic, Sociological, Technological, Legal, Environmental). It helps the organization to diagnose external issues and challenges and expect potential opportunities.  Organization can diagnose the legal factor, for instance. If the government enforces a new law that can benefit or spoil the organization, it can utilize PESTEL analysis to scan the potential impacts on the organization whether positive of negative to maximize opportunities and minimize threats. If there is a new tax, for instance, organization could amend its strategies to cut costs to overcome the tax challenge.  PESTEL analysis also gives indication about the economic status in the market which gives a signal to the organization to expand in the market if the economic status in the market is flourishing. It could seize that opportunity that PESTLE covered.  Despite the usefulness PESTLE offers from external perspectives, it does not give any indication about the internal circumstances of the organization. It is, therefore, used for gathering data and insights about external environment of the organization. It does not help with organization’s internal issues, challenges, and opportunities.  I**nterviews**  An interview is an official meeting in which one or more people communicate (dictionary.com, n.d.) It involves open discussion between people to exchange information and gather insights and data.  As far as organizational issues and challenges are concerned, interviews are an effective tool that help management have insights about peoples’ perspectives and opinions about current and potential future organizational issues. For example, interviews with employees could benefit the company when its sales figures are down. Employees viewpoints about innovative marketing plans would be helpful.  Interviews could also be used to collect information and insights about challenges and opportunities. The interviewees who share their ideas and perspectives should include a wide range of stakeholders: internal, external, primary, and secondary stakeholders. For instance, when an organization decides to open a new market, interviews are an outstanding brainstorm activity to come up with different opportunities and challenges to make informed decisions.  Nevertheless, information collected during interviews are subjective and prone to bias. After all, interviews are a tool to collect personal perspectives. Additionally, interviewees may be reluctant to share their views for serval reasons, group thinking, for example.  It is important to exercise caution when using interviews to identify organizational issues, challenges, and opportunities, and to validate individual viewpoints with reliable and robust evidence. |

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| Explain the principles of critical thinking including how you apply these to your own and others’ ideas. (AC 1.3)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 450 words** |
| Critical thinking definition and principles:  Critical thinking is a fundamental skill that should be acquired nowadays in the flow of information that must be thoroughly investigated. It is defined as the skilful and meticulous evaluating any piece of information one receives or gathers (criticalthinking.org, n.d.). One must not take any piece of information for granted; both the source of information and the receiver of the information must be critically assessed.  The source must be carefully considered; author of that piece of information might have certain interest in providing this piece of information. Therefore, using critical thinking reveals why this source provides this piece of information. Moreover, information receiver must carefully consider their own biases and preferences. They might accept a piece of information because it matches their personal preferences (confirmation bias).  For example, candidates claim they have required skills and qualifications for the job; they have an interest of getting the job. However, interviewers must validate these claims through interviews and reference checks.  Critical Thinking for people professionals:  Critical thinking is a fundamental skill for people professionals that helps them critically reflect on ideas, opinions and arguments. In addition, it is a key skill that helps people professionals construct ideas and arguments themselves based on a robust evidence and rational that enables them make a business case (CIPD, 2019). Moreover, in an era bombarded with data, critically assessing the right data from problem solving and decision making is also vital for people professional. CIPD profession map puts evidence-based practice at the heart of the profession which is not possible without critical thinking principles.  Critical Thinking and individual Ideas:  Critical thinking helps individuals to construct ideas and arguments in a meeting building a sound business case. Meeting attendees who strayed away from the conversation about unrelated topics to the business case can distract the conversation. Without critical thinking skill, individual would not notice that the conversation is going away from the business case in hand. However, critical thinking skills gives the ability to the individual to notice and redirects the conversation before it is too late.  Critical Thinking and others’ ideas:  Critical thinking also helps individuals evaluate others suggestions and ideas. For example, a colleague of the team suggested to implement attendance policy that she used to work with in her previous organization. She was a skilled person and had a solid rational to use the policy. Without critical thinking and analysing the evidence, the policy would have been implemented without robust investigation. That policy would have been irrelevant to the organization’s culture and would have created employee dissatisfaction.  Critical Thinking and rational and objective debate:  Being rational and leading objective debate is a key part of critical thinking (cambridgeassessment, n.d.). It enables individuals to debate based on thorough analysis to the argument form several facets using the best available evidence rather than on subjective perspectives and assumptions. |

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| Explain a range **(three)** of decision-making processes. (AC 1.4)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| **Kepner Tregoe process**  The Kepner Tregoe process is a method for making decisions and solving problems that is founded on a rational model of thinking, which involves adopting a systematic thought process to tackle a problem and come up with a solution. The process is composed of four stages: Firstly, the problem is scrutinized and comprehended. Secondly, the root cause of the problem is identified, and what is not the cause as well. Thirdly, a decision is made and evaluated. Finally, any potential problems that may arise from that decision are evaluated and backup plans are created (Mulder, 2012).  Applying this method to employee turnover, for example, requires clear understanding of the issue using relevant evidence and comparing it against a benchmark. Then, causes are gathered and analysed to check what is the root cause and what is not. Next, any potential issues that could arise from the decision must be studied and planned for to be mitigated.  **Future pacing**  Future pacing is a method that allows individuals to imagine the potential outcomes of a problem if it remains unresolved (negative consequences), as well as the potential outcomes if a particular decision is made to address the problem (positive consequences) (Edwards, 2020).  In the case of employee turnover, for example, this technique can be used to help decision makers to address this issue. Management could use data as evidence to anticipate the future of the organization if the turnover problem remains as it is. Additionally, decision-makers can predict the potential outcomes of various proposed solutions and select the most effective one based on their future vision of the outcome.  **PDCA continuous feedback loop**  The PDCA continuous feedback loop is a multistep decision-making technique. First, data is gathered to identify the problem and determine a solution (Plan). Next, the proposed solution is tested on a small scale (Do). The effectiveness of the solution is then evaluated, and feedback is collected (Check). Finally, if the solution is considered successful, it is implemented (Act) (CIToolkit, 2020).  Applying this model on employee turnover, for example, this approach can be utilized to carefully plan and implement a solution. For example, a retention policy may be developed and put into action (Do) to assess its effectiveness. The next step involves evaluating the policy's impact through employee satisfaction surveys, comparing the results to previous data (Check). If the policy is deemed successful based on employee satisfaction, it is implemented on a larger scale (Act). However, if the policy is not successful, the process is repeated from the first step (Plan) and continued until a viable solution is found. |

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| Assess how different ethical perspectives can influence decision-making. (AC 1.5)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| Utilitarianism  Utilitarianism is a theoretical model of judging morality of actions. It states that actions or decisions that bring happiness to the greatest number of people are ethical ones while actions or decisions that brings pain to the greatest number of people are unethical (West and Duignan, n.d.).  In the context of decision making, decisions that bring happiness to more people are ethical. For example, decisions that makes employees happy and increase their well-being are ethical while decisions that makes the majority of employees unhappy are unethical. Therefore, based on utilitarianism, decision makers would consider a decision is ethically valid if it is in favour of the majority of employees, and if it caused pain to majority of employees, that should deter them of making that decision.  However, this theory considers unified happiness interpretation for all people. Alternatively, people are different, what makes an employee happy do not necessarily makes everybody happy.  Altruism  Altruism is the situation when individuals voluntarily promote actions in favour of somebody else, even at their own cost or risk (greatergood, n.d.). In the context of decision making, altruism means maximizing the benefits of others even if it involves sacrifice from the decision maker end. Based on altruistic approach to decision making, decisions are made to bring happiness to others regardless of decision maker benefits.  For example, a manager would help one subordinate who has family circumstances and would be able to meet a deadline. The manager might do the work himself despite his responsibilities just to help his subordinate. This stance is an ethical behavior in favor of the employee based on altruistic approach.  Nonetheless, altruistic approach is not applicable in business context; the resources are limited to make everybody happy. Managers are accountable for business success and cannot sacrifice it based on personal decisions and philanthropy.  Deontology  According to deontology, people have a moral duty to behave in line with specific principles and rules, irrespective of the consequences (Shakil, 2013). Decisions taken or actions performed cannot be justified because of its benefits; unethical decisions remain unethical regardless of outcomes.  For example, during the pandemic, some governments subsidized stumbling organizations to compensate for their loss. Stumbling organizations just need to apply for a fund from the government. Although it is a legal action, it is an unethical decision for organizations that made more profits because of the pandemic.  The actions of those organizations cannot be justified only because it brings profit to them although they are not eligible for it ethically. According to deontology, however, that action is unethical and must not be done.  The limitations of deontology include that it is prone to subjective judgement to the situation (Regoli, 2019). For example, the organization manager would consider that action ethical only because it is legal. |

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| Appraise **(two)** different ways organisations measure financial and non-financial performance. (AC 3.1)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| Measuring performance is a key aspect of success; organizations need to measure its performance health regularly using predefined milestones to be able to achieve its short and long term objectives. The measures that help organizations measure its performance can be financial and non-financial measures. Organizations need to keep balance between those.  Return on investment (ROI) – Financial measure:  Return on investment is a financial performance indicator used to measure how successful a project or the organization as whole is. ROI can be worked out by dividing the net profit of a project by the cost of the project (Birken, 2022).  ROI is a percentage that shows the viability of the project or the organization success. In other words, ROI used to assess activities that is done in the past. However, it could be also used to project the feasibility of certain activity or project (Stobierski, 2020).  On the other hand, ROI has nothing to do with growth rate of the project or the organization (Brock, 2021); it only shows the viability of the investment at it end, or an estimate projection about an investment before its commencement. The time is not a factor in calculating ROI which is a vital asset in the organization or the project. Moreover, ROI does not provide information about measures like employee engagement and well-being or customer retention and satisfaction.  People professionals can use ROI when assessing new initiative L&D intervention, for example, and want to check its viability, or it can be used to evaluate a project at its end.  Customer Satisfaction – non-financial measure  Some organizations might rely on financial measures only to measure its success neglecting non-financial measures. Customer satisfaction, internal or external, is a fundamental aspect in measuring performance. The value added to customers, for example, employee well-being and customer experience, is another measure to organization’s success. Many organisations might have stumbling financial situation but backed up with customer retention.  For example, an organization had a bad financial situation but customer experience is great and employees were engaged. That organization will shortly be out of that situation due to employee engagement and customer satisfaction which will repeat buying company’s products.  However, organizations cannot survive only by stakeholder satisfactions; it needs to be backed up with outstanding financial performance. Non-financial measures may give incomplete picture about organization health.  The best approach to measure performance is to balance financial and non-financial measures. Kaplan and Norton (1992) introduced balanced score card which maintains the balance between financial and non-financial measures.  People professional might use non-financial measures if they wish to measure employee satisfaction. |

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| Explain how to measure the impact and value of people practice using a variety of **(two)** methods. (AC 3.2)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| People professionals play a fundamental role within a company due to the impact they have and the value they add to the organization's overall strategy. Value is what a service, product, or knowledge means to someone who have availed those (Totre, 2014). In the context of people practice, the value added to the organization as a result of people practice can be tangible or intangible benefit. On the other hand, impact is an entity that can be measured as a result of people professional’s activity.  Learning and Development Activities  One example that shows the value added to the organization as a result of people practice is learning and development activities. Learning and development is a specialist knowledge area in the CIPD profession map (CIPD, n.d.). People professionals are measuring performance of employees against the desired skills and performance needs to achieve organizational objectives. L&D interventions fill the skills gap of employees and improve their performance and hence organizational performance. The value added due to L&D include but not limited to higher performance, employee motivation and retention (Brassey, Christensen and Dam, 2019). Moreover, the organization would be able to achieve its strategic objectives.  There are two examples by which the values added by people professional can be measured.  Cost-Benefit Analysis:  Cost-benefit analysis is a process compares the estimated cost of an activity or a project against the benefits or opportunities it would bring (Stobierski, 2019). The decision on whether to go with an activity or not is based on that analysis. For example, when deciding about an L&D initiative, the cost versus benefit is measured to make a decision. Cost-benefit analysis helps the business to build a business case and make the right decision for the organization. If benefits outweigh its costs, it a good investment decision. Hence, the value added by people professional could be measured.  Return on Investment (RIO):  ROI (Return on Investment) is a business metric used to evaluate the return of an investment in relation to the cost incurred (Kumbhat, 2020). It can also be used in people practice to measure the value or impact of certain people-related initiatives. For example, after implementing an L&D program, the ROI of the investment in the program can be calculated to determine its effectiveness. Working out the costs related to L&D activates against the benefits and the added value determine the return in that investment. However, there are certain intangible benefits for the intervention, such as employee satisfaction and motivation, that cannot be measured using ROI. |

**References**

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| **Please provide your full long reference list here. The Harvard method is preferable. Please refer to the guidance on the Learner HUB.** |
| Birken E., (2022*) Return on Investment (ROI)* Available at <https://www.forbes.com/advisor/investing/roi-return-on-investment/> [Accessed 1 August 2023].  Brassey J., Christensen L., and Dam N., (2019) *The essential components of a successful L&D strategy.* Available at <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-essential-components-of-a-successful-l-and-d-strategy> [Accessed 1 August 2023].  Briner, R. (2019) *The Basics of Evidence-Based Practice. People + Strategy*. 42 (1), 16-21. Available at: <https://cebma.org/wp-content/uploads/Briner-The-Basics-of-Evidence-Based-Practice.pdf> [Accessed 30 July 2023].  Brock M., (2021) *What Should You Aim for in ROI? And Mistakes to Avoid* Available at <https://www.entrepreneur.com/business-news/what-should-you-aim-for-in-roi-and-mistakes-to-avoid/376636> [Accessed 1 August 2023].  Cambridge Assessment (n.d.) *Critical Thinking Deriving the definition* Available at <https://www.cambridgeassessment.org.uk/Images/109971-critical-thinking-factsheet-1.pdf> [Accessed 31 July 2023].  CEBMA (n.d.) Centre of Evidence Based Management. *What are the limitations of evidence-based practice?* Available at <https://cebma.org/faq/limitations-evidence-based-practice/> [Accessed 30 July 2023].  CIPD (2019) *Critical Thinking* (Podcast) Available at <https://www.cipd.org/en/knowledge/podcasts/critical-thinking> [Accessed 31 July 2023].  CIPD (2021) PESTLE *Analysis* Available at <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/factsheets/pestle-analysis-factsheet_20221230T092611.pdf> [Accessed 30 July 2023].  CIPD (n.d.) *The Profession Map* Available at <https://www.cipd.org/en/the-people-profession/the-profession-map/> [Accessed 1 August 2023].  CIPD. (2022) *Evidence-based practice for effective decision-making* Available at: <https://www.cipd.co.uk/knowledge/strategy/analytics/evidence-based-practice-factsheet> [Accessed 30 July 2023].  CIToolkit (Continuous Improvement Toolkit). (2020) *PDCA Cycle*. Available at: <https://citoolkit.com/articles/pdca-cycle/> [Accessed 30 July 2023].  Criticalthinking.org (n.d.) *Defining Critical Thinking* Available at <https://www.criticalthinking.org/pages/defining-critical-thinking/766> [Accessed 31 July 2023].  Dictionary.com (n.d.) Interview. Available at <https://www.dictionary.com/browse/interview> [Accessed 30 July 2023].  Edwards J., (2020) *Future Pacing and Why You Want to Use It* Available at <https://medium.com/sales-copywriting-content-marketing-with-jim/future-pacing-and-why-you-want-to-use-it-a5fc1078513> [Accessed 30 July 2023].  Greatergood, (n.d.) *Altruism Defined* Available at <https://greatergood.berkeley.edu/topic/altruism/definition> [Accessed 3 August 2023].  Kaplan R., and Norton D., (1992) *The Balanced Scorecard—Measures that Drive Performance* Available at <https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2> [Accessed 30 July 2023].  Kumbhat R., (2020) *Human Resources Metrics and ROI* Available at <https://www.linkedin.com/pulse/human-resources-metrics-roi-rekha-kumbhat/> [Accessed 1 August 2023].  Mulder, P. (2012). *Kepner Tregoe Method of Problem Solving explained*. Available at: <https://www.toolshero.com/problem-solving/kepner-tregoe-method/> [Accessed 30 July 2023].  Regoli N., (2019) *12 Pros and Cons of Deontological Ethics.* Available at <https://connectusfund.org/12-pros-and-cons-of-deontological-ethics> [Accessed 10 September 2023].  Shakil A., (2013) *Kantian Duty Based (Deontological) Ethics* Available at <https://sevenpillarsinstitute.org/kantian-duty-based-deontological-ethics/> [Accessed 3 August 2023].  Stobierski T., (2019) *How to do a Cost-Benefit Analysis & Why It’s Important.* Available at <https://online.hbs.edu/blog/post/cost-benefit-analysis> [Accessed 1 August 2023].  Stobierski T., (2020) *How to Calculate ROI to Justify A Project* Available at <https://online.hbs.edu/blog/post/how-to-calculate-roi-for-a-project> [Accessed 1 August 2023].  Totre A., (2014) *What matters the most? Value or Impact?* Available at <https://www.linkedin.com/pulse/20140703181118-450057-what-matters-the-most-value-or-impact/> [Accessed 1 August 2023].  West H., and Duignan B. (n.d.) *utilitarianism* available at <https://www.britannica.com/topic/utilitarianism-philosophy> [Accessed 3 August 2023]. |

# Section Two – Quantitative and qualitative analysis review

For section two, you are to provide a quantitative and qualitative analysis review using the two sets of data provided.

Firstly, review the Equality, Diversity, Inclusion and Salary data that is presented in **Table** **1** and provide analysis of it to show the:

1. percentage of each gender by type.
2. ethnicity as a percentage per team.
3. disability percentage as an organisational whole and by teams.
4. salary difference across genders.
5. overall average salary paid by the organisation.

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

**Table 1 – Equality, Diversity and Inclusion Salary Data** – (please click on the icon to open the table)

Table 1



Secondly, **Table 2** gives the rating feedback scores for a sample of 300 employees taken from a recent survey on hybrid working practices. Provide scrutiny of the applied scores, present written commentary on any themes or patterns that might be occurring, and present recommendations based on your findings.

**Table 2 – Feedback scores from a recent employee survey on hybrid working practices**

Table 2



Completion of the above two activities will address the following ACs:

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

Your evidence must consist of:

* Written responses to each of the 3 instructions above.
* Approximately 1000 words in total, refer to CIPD word count policy.
* **IMPORTANT NOTE:** At Associate Level Referencing is **mandatory** – you must provide a reference where you have drawn from a secondary source; Harvard referencing is preferable. Please use the Reference box provided to record all your long references. Short references should be included within the narrative. We advise you read the guidance on how to set out your references on the Learner Hub.
* Upload the completed Learner Assessment brief, with both tasks completed, through the Assignments option in the Oakwood Learner Hub.

*Section Two – Analysis Questions*

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| With reference to a people practice issue, interpret analytical data using appropriate analysis tools and methods. (AC 2.1)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words**  **You must show your calculations in this section** |
| 1. Table 1   Table 1 shows employees’ data of an organization and their relative details. The data is analysed and the following notes have been taken.   * 1. Percentage of each gender by type:   There is a reasonable balance between male and female; however, non-binary is misrepresented in the organization.   * 1. Ethnicity as a percentage per team:   The data shows that the majority of employees are White British. This is especially true in Lettings, Marketing teams as well as Directors; these departments are fully employed by the White British. In addition, the blacks are misrepresented in the organization where there are only 0.77 % of organization are black in finance and IT departments.   * 1. Disability percentage as an organisational whole and by teams:   As for disability representation on the organization, they are also misrepresented in the whole organization and across departments. IT and Finance departments is the highest department that represent disability with almost 1 disabled in every 5 employees   * 1. Salary difference across genders:   The salary equity in the organization is reasonable between male and female where the average salary between the two genders is almost identical. However, the average salary for non-binary is way much less than other departments.  In addition, minimum salary for female and non-binary is much lesser than the minimum salary of the mail which indicates that there is a gap between male and female salary. The gap is also shown in the maximum salary, but the maximum salary for female is almost 1.5 times higher than male.   * 1. Overall average salary paid by the organisation:   The average salary in the organization is £31,757.46.   1. Table 2   Table 2 shows survey results concerning feedback of 300 employees of an organization about hybrid working practices introduced lately to the organization.   * Challenges:   Analysing the data shows that employees have a number of challenges like accessing resources, feeling more stressed, and meeting targets when they are at home. In addition, they lack communication and support element of the workplace. They found a challenge in communication with colleagues as well as receiving recognition from management when they are working from home. Also, they cannot segregate their personal life from working time.   * Positives:   Employees, through the survey, see that working from home removes conflict between colleagues, and also it supports their work-life balance.   * Pattern:   Data show that employees tend to favour working from home as the percentage of votes for positives outweigh the challenges. |

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| Present key findings for stakeholders from people practice activities and initiatives. (AC 2.2)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 200 words**  **You must insert your graphs in this section** |
| Table 1 Equality, Diversity and Inclusion Salary data:  Figure (1) average salary per gender  Figure (2) Gender representation  Figure (1) shows the average salary of employees categorized by the gender of the employees. The figure shows that the average salaries for both male and female employees are almost identical around 32k £. As for the non-binary, the average salary is way much lesser the male and female salaries at around 20k £. The equity score between male and female employees is great one while the equity between binary and non-binary genders needs to be reconsidered.  Figure (2) shows gender representation in the organization. The graph shows that males are slightly more represented than the females while non-binary are less represented than the binary gender.  TABLE 2 Hybrid working practices survey  Figure (3) Hybrid working practices survey  Figure (3) depicts employees’ feedback about hybrid working practices. The graph show that employees voted for hybrid work because they enjoy working from home on some days of the week, supports their work-life balance and helps them connect more with the company culture. However, they vote against hybrid working as does not help them with stress, resource availability, and the amount of recognition. |

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| Make justified recommendations based on evaluation of the benefits, risks and financial implications of potential solutions. (AC 2.3)  **Short references should be added into your narrative below. Please remember to only list your long references in the reference box provided at the end of this section. Word count: Approximately 400 words** |
| TABLE 1- Equality, Diversity and Inclusion Salary data  Organizations that promote equality, diversity and inclusion can help it to be more successful and have its employees happy and motivated. Equality is giving equal opportunities based on fairness for employees and candidates. Diversity is having a diverse workforce that includes different ages, ethnicities, people with disabilities and so forth, while inclusion is providing the feeling to all that they are valued regardless of their characteristics (ACAS, n.d.).  *Recommendation 1: non-binary equity and inclusion*  Based on the data-analysis, the non-binary is misrepresented and as a result, their average salary is less than binary gender. Therefore, the organization should focus on hiring non-binary people as it makes the workplace more inclusive where it attracts and keeps candidates who would be hired elsewhere (Hibob, n.d.). Employees would feel that they are valued and would be more engaged and productive. It would also attract non-binary customers  However, the number of people who define themselves as non-binary is around 1% (WEFORUM, 2021) which is a real challenge to hire non-binary people that would cost time and efforts to reach the balance between different genders. It also includes a risk of missing robust candidates of others genders in searching for non-binary.  *Recommendation 2: Promote pay equity*  The organization must have a consistent pay scale based on qualifications and skills regardless of protected characterises like gender, age, ethnicity. In other words, employees within the same role, ethnic group, age have their pay structure based on their qualification, skills, and their contribution towards the organization (McClendon, 2022).  The benefits of pay equality does not only ensure law compliance, but it also makes employees satisfied, motivated and enthusiastic to go the extra mile with the organization.  However, the risk of fixing the salary scale would increase the budget for salaries for the organization. Moreover, there would be some hidden costs like increasing the cost of the overtime.  TABLE 2 Hybrid working practices survey  Based on the given data, it is recommended to promote hybrid working practices in the organization. In other words, employees would have certain days of the week they can work from home. That would remove conflict, supporting employee work-life balance and well-being. In addition, it would mitigate burnout, and make employees more productive (Wigert, 2022).  However, the risk of working remotely lies in the lack of communication between employees as well as the difficulty of segregation of their work time from personal time.  The cost of hybrid working might be providing employees with devices and software licenses to be able to work from home. |

**References**

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| **Please provide your full long reference list here. The Harvard method is preferable. Please refer to the guidance on the Learner HUB.** |
| ACAS (n.d.) *Improving equality, diversity and inclusion in your workplace.* Available at <https://www.acas.org.uk/improving-equality-diversity-and-inclusion> [Accessed 6 August 2023].  Hibob (n.d.) *HR leaders guide for Non-Binary Gender Inclusion.* Available at <https://www.hibob.com/guides/hr-leaders-guide-for-non-binary-gender-inclusion/> [Accessed 6 August 2023].  McClendon D., (2022) *How to promote diversity, equity, and inclusion in the workplace.* Available at <https://www.ceridian.com/blog/support-diversity-and-inclusion-in-the-workplace> [Accessed 6 August 2023].  WEFORUM World Economic Forum (2021) *6 charts that reveal global attitudes to LGBT+ and gender identities in 2021.* Available at <https://www.weforum.org/agenda/2021/06/lgbt-gender-identity-ipsos-2021-survey/> [Accessed 6 August 2023].  Wigert B., (2022) *The Advantages and Challenges of Hybrid Work.* Available at <https://www.gallup.com/workplace/398135/advantages-challenges-hybrid-work.aspx> [Accessed 6 August 2023]. |

*Assessment Criteria Evidence Checklist*

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

| **Section 1 – Report**  **Assessment criteria** | | **Evidenced Y/N** | **Evidence reference** |
| --- | --- | --- | --- |
| 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. |  |  |
| 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. |  |  |

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

Declaration of Authentication

## Declaration by learner

|  |  |
| --- | --- |
| **I can confirm that this assessment is all my own work and where I have used materials from other sources, they have been properly acknowledged.** | |
| **Learner name:** |  |
| **Learner signature:** |  |
| **We cannot accept a typed or e-signature**. You need to scan or photograph your handwritten signature and inset the image here. **You MUST add a new date for each submission.** **\*This should be the date on which you submit your assessment.**  **Submission Date 1:**    **Submission Date 2:**    **Submission Date 3:** |  |

## Declaration by Assessor

**I confirm that:**

* **I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.**
* **The learner’s work was conducted under the conditions laid out by the assessment brief.**

|  |  |
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| **1st submission Assessor name:** |  |
| **Assessor signature:** |  |
| **Date:** |  |
| **2nd submission Assessor name:** |  |
| **Assessor signature:** |  |
| **Date:** |  |
| **3rd submission Assessor name:** |  |
| **Assessor signature:** |  |
| **Date:** |  |

**5CO02   
Evidence-based practice**

# Assessment Criteria marking descriptors.

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

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

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

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

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

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

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

# Marking Descriptors

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