

7HR01 Strategic Employment Relations

Learner Assessment Brief



Level 7 Advanced Diploma in
• **Strategic People Management**

7HR01

Strategic Employment Relations

This unit focuses on different perspectives of employment relations and the cooperation and conflict that varies between workplaces. There is a key role that institutions beyond the workplace play in shaping people management policy and practice within organisations, and a wide variety of models to emerge, meaning that outcomes are less predictable, and relationships must be handled with great care.

CIPD's insight

Employee Relations

Employee relations has replaced industrial relations as the term for the relationship between employers and employees. Today, employee relations is seen as focusing on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. A positive climate of employee relations - with high levels of employee involvement, commitment and engagement - can improve business outcomes as well as contribute to employees' wellbeing.

<https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet#gref>

Managing Conflict in the Modern Workplace

Our latest research on conflict management examines the current state of working relationships in UK organisations.

The report draws on the views and experiences of employers and employees, gathered from surveys and focus groups conducted by YouGov.

The findings draw attention to the critical issue of bullying and harassment in UK workplaces, and the devastating impact unfair treatment can have on individuals and organisations.

<https://www.cipd.co.uk/knowledge/fundamentals/relations/disputes/managing-workplace-conflict-report>

Assessment Principles

In your assignments at Level 7 you will be required to achieve the following:

- 1) Systematic understanding of knowledge and techniques, and a critical awareness of problems and/or new insights in the field of study and area of professional practice.
- 2) Originality in the application of knowledge relating to practical issues.
- 3) Ability to make decisions about complex issues, both systematically and creatively, and justify your judgements in the absence of complete data.
- 4) Ability to show self-direction and insight in tackling and solving problems, and in planning and implementing tasks at a professional level.
- 5) Clarity and confidence in communicating conclusions which can influence both specialist and non-specialist audiences.
- 6) Demonstrate insight in tackling and solving problems, and in planning and implementing tasks at a professional level.
- 7) Critical reflection and a passion for learning to advance your own knowledge and understanding through independent learning and the development of new skills at a high level.
- 8) Consistent and professional standard of presentation.

Preparation for the Tasks:

- Refer to the indicative content in the unit to guide and support your evidence.
- Ensure that the evidence generated for this assessment remains your own work.

You will also benefit from:

- Reflecting on your own experiences of learning opportunities and training and continuing professional development.
- Reading the CIPD Insight, Fact Sheets and related online material on these topics.
- You should relate academic concepts, theories, and professional practice to the assessment task(s), in a critical and informed way, and with reference to key texts, articles and other publications.

Don't forget to:

- Complete the front cover sheet, sign with a “wet signature” and place at the front of your assessment.
- Use the bullet points below each task as headings and sub-headings so your marker can see where your answer begins.

Task 1 – Short Journal Article

LO1: Understand different perspectives on employment relations and how they influence the roles of people professionals

You have been commissioned to write a short journal article for a respected website in the field of employee relations, focusing on employment relations and their influence.

Your journal article **must** include:

- **A critical evaluation of the different perspectives on employment relations and how they influence the roles of people professionals**

When conducting your critical evaluation, areas you could include are:

- A critical analysis of the style adopted in your own (or another organisation you are familiar with) and other organisations to identify why similarities and differences exist and if they deliver 'good employment relations'.
- examples of cooperation and conflict within the employment relationship in different organisational contexts.
- Evaluating employer strategies towards trade unions and whether they are fit for purpose.
- Review ways in which people professionals can foster positive employment relations at work.

Your evidence must consist of:

- Short Journal Article (1,000 words)

Task 2 – Report

- LO2: Understand how external institutions can shape employment relations at organisational level
- LO3: Understand how people professionals can work with employees and trade unions to sustain mutuality and voice
- LO4: Understand how people professionals work with employees and trade unions to mitigate organisational risks

An organisation's employment relations strategy comprises a range of influences from outside the organisation such as long-term and short-term competitive pressures, globalisation, and institutions such as the CIPD. Other influences include employers' organisations, and Acas, as well as by internal forces such as its culture, mission and vision.

You have been asked to write a report for your HR Director or Vice President of People, which evaluates current policy and practice.

The report should be broken down into three sections:

Section 1

- Review the practice of employment relations at organisation level, including how it is being shaped by short-term competitive pressures.
- Analyse the changing nature of work in different parts of the economy

Section 2

- Review evidence of external sources of advice that contribute to people management decisions, including which forms of voice are appropriate for different types of organisation.
- Critically analyse how different forms of informal and direct voice could contribute to improved levels of organisational performance and employee outcomes

Section 3

- Critically analyse the role of collective bargaining in determining pay and other contractual issues in organisations.

- Assess the impact of negotiations between employers and employee associations/trade unions aimed at problem resolution.

This is a report going to a Director, so you need to ensure that it is laid out professionally and includes a wide range of research, analysis and original thinking. It is important you use your word count carefully and ensure your answers follow the assessment principles laid out on page 3.

Your evidence must consist of:

- Report (3,000 words)

Assessment Grading

You will receive either a **Pass, Merit, Distinction** or **Refer/Fail** result at unit level.

The grid below shows the range of results you could achieve based on total number of marks awarded across all assessment criteria.

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

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

You will either receive a Pass, Merit, Distinction or Refer/Fail from the CIPD once the work has been moderated.

Overall mark	Unit result
0 to 7	Refer / Fail
8 or 9	Pass
10 to 13	Merit
14 to 16	Distinction

Generic grade descriptors for Level 7 assessments

Generic grade descriptors	REFER/FAIL 1 mark	PASS 2 marks	MERIT 3 marks	DISTINCTION 4 marks
Focus	Fails to address all the questions either sufficiently fully or directly.	An adequate attempt to address all the questions fully and directly.	A good attempt to address all the questions relatively well and directly.	An excellent attempt to address all the questions very well and directly.
Depth & breadth of understanding	Inadequate knowledge and understanding in respect of one or more of the questions. Limited depth and breadth of analysis.	Adequate knowledge and understanding across the questions. Satisfactory breadth and depth of analysis.	Full and solid knowledge and understanding across all the questions. Good breadth and depth of analysis.	Very full knowledge and understanding across all the questions. Excellent breadth and depth of analysis.
Strategic application & professional advice	Fails to provide appropriate or well-justified advice and/or recommendations. Lacks a strategic approach.	Provides adequately justified advice and informed recommendations. Some strategic application.	Provides solid and thoughtful advice and well-informed recommendations. Clearly strategic in orientation.	Provides excellent advice and very well-informed recommendations. Strategically oriented in all respects.
Research & wider reading	Limited original research and/or appropriate wider reading for the assignment. Limited or no referencing.	Evidence of sufficient research and appropriate wider reading for the assignment. Satisfactory in-text referencing.	Evidence of significant research and thoughtful, appropriate wider reading for the assignment. A good standard of in-text referencing.	Evidence of considerable research and excellent, appropriate wider reading for the assignment. An excellent standard of in-text referencing.
Persuasiveness & originality	Limited development of persuasive and original arguments. Inadequate use of examples.	An adequate attempt to develop original arguments and to justify these persuasively. Includes appropriate examples.	Some strong original arguments are presented which are mainly justified persuasively. Good use of examples.	Mostly strong original arguments are presented and justified very persuasively. Excellent use of examples.
Presentation & language	An inadequate standard of presentation or language. The assignment is poorly written and/or poorly structured. It is not at the level required for a management presentation.	A solid standard of presentation and use of language. The structure and ideas are satisfactory for a management presentation.	A strong and professional standard of presentation and use of language. The structure and ideas are well crafted for a management presentation.	An outstanding standard of presentation and use of language. The structure and ideas are very well crafted for a management presentation.