|  |  |  |  |
| --- | --- | --- | --- |
| **Assignment Question** | **Tutor and Learner Guidance** | **Explanation of the command verb** | **Indicative content provided by CIPD** |
| 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) | Explain the concept of evidence-based practice **(i.e. define it)**Give examples from people practice showing how evidence-based practice can help in decision making Evaluate when it is appropriate to use evidence-based practice and what happens if you don’t use insight to make judgements describe the benefits and challenges of using EBP | **Evaluate**: to give your own conclusion after reviewing the limitations and implications. The conclusion is reached by evaluating the benefits and challenges of using evidence-based approaches to provide insight that contributes to effective decision-making across a range of people practices (show 3 people practices as examples). | **Concept of evidence-based practice**: making decisions based on ‘effective thinking’ and sound evidence, decisions that can be justified to others. Making use of strategies, including critical thinking and analysis in decision-making. Models of decision-making, for example the rational model and its limitations, bounded rationality, individual vs group decision- making, group think and group polarisation.  |
| 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) | Think about where you might use these analysis tools and methods, what sort of HR related issues might lend themselves to these kind of tools? What do you think of the advantages and disadvantages of them from an HR application perspective? | **Evaluate**: to give your own conclusion after reviewing the limitations and implications. The conclusion is reached by evaluating the benefits and challenges of one analysis tool and one analysis method. | Range of analysis tools used in people practice: for example, environmental analysis tools, strategic review, future state analysis, Porter’s five forces, force field analysis, fishbone analysis, critical incident analysis, cause and effect, target operating model, balanced scorecard, McKinsey 7S; uses and applications within different areas of people practice. Range of analysis methods: for example, interviews, observations, job analysis questionnaires, work sampling, examination of organisation metrics, comparison with sector metrics.  |
| 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) | Think about your own situation at work and think of examples of where you might apply critical thinking either to your own ideas and viewpoints or your colleagues’ ideas and viewpoints when they are putting them forward. How could you apply more critical thinking in those situations? Bring in at least one literature citation to support your explanation. | **Explain** Write this in sufficient detail with descriptions. It is not a short bullet list.  | Principles of critical thinking: for example, objective rational thinking and well- reasoned argument. Questioning and checking validity of sources and validity of ‘evidence’; awareness of bias – conscious and unconscious, yours and others’. How to apply to own and others’ ideas: comparing ‘like with like’ and recognising different methodologies, approaches and contexts; ensuring clarity of terminology and differentiating between fact and opinion; awareness of personal agendas and ‘fake news’, not taking information at ‘face value’; managing ambiguity and complexity of information; triangulation and testing out of conclusions.  |
| Explain **three** decision-making processes that can be applied to ensure that effective outcomes are achieved. (AC 1.4)  | Explain three decision-making processes. You don't need to describe the processes in detail, but you should focus on how they can be used in people practice to ensure that effective outcomes are achieved.  | **Explain** Write this in sufficient detail with descriptions. It is not a short bullet list.  | Decision-making processes: for example, best fit, future pacing, problem-outcome framing, action learning approaches, De Bono (six thinking hats), rational decision-making. |
| Assess **three** different ethical perspectives and explain how understanding of these can be used to inform and influence moral decision-making. (AC 1.5) | Pick three different ethical theories or perspectives and relate them to decision-making in organisations. Compare them for their suitability and practicality for influencing decision-making. | **Assess**: to explain three ethical perspectives or theories giving the advantages and disadvantages of each in terms of how they can be used to inform ethical decision-making. | Ethical perspectives: theories of ethics for example utilitarianism, deontology/ Kantianism, communitarianism, altruism; ethical values, for example democracy, fairness, honesty, equality; ethics and religion; ethics and business; examples of ethical dilemmas and outcomes. How they influence decision-making: examples of ethical dilemmas and outcomes and the underlying rationales; examples of how different perspectives might result in certain decisions, for example utilitarianism, deontology, the impact of religious and personal beliefs on workplace decision-making. Different approaches to dealing with capability and performance issues based on ethical values, compassionate and punitive responses to work issues. How ethics can impact on management and leadership styles and consequently on organisation culture.  |
| Appraise **two** different ways organisations measure financial and non-financial performance, providing one example of each. (AC 3.1) | Focus on one measure of financial performance and one measure of non-financial performance of organisations. You need to appraise them which means that you should consider and review the pros and cons of those measures. Think about your own organisations. How do you measure your financial and non-financial performance? | **Appraise:** provide a summary of the advantages and disadvantages to reach a conclusion on how two different measures could be applied. | Measurements of financial and non- financial performance: for example revenue, gross and net profit, cash flow, return on investment, productivity, key performance indicators, service level agreements, balanced scorecard or similar performance management tools; stakeholder benefits and feedback, customer satisfaction, legal compliance, compliance with environmental standards, sector ratings.  |
| 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) | There are two parts to this question. Firstly, you need to explain how people practices, i.e., HR processes, procedures, practices etc. make an impact/ add value in organisations and then, secondly, you should select **two methods** that can be used to measure the impact of those people practices. You should also discuss briefly why it is important to measure the impact of people practices. | **Explain** Write this in sufficient detail with descriptions. It is not a short bullet list. **Identify:** to provide an answer that arrives at two methods for measuring the impact of people practices. | **Impact and value**: concepts and definitions of impact and value; how people practice creates value. **Impacts**: for example short and long term, positive and negative, direct and indirect impacts. **Reasons for measuring**: for example check and ensure that objectives being achieved, ensure a people practice contribution, justify spend on people practice, continuously improve people practice activities, identify further needs, identifygaps, enable informed business decisions. **Methods:** for example cost-benefit analysis, evaluation, validation, ROI, ROE. Models of evaluation; evaluation methods, determining evaluation scope and criteria; types of information and evidence for evaluation; evaluation tools (for example staff satisfaction surveys, absence data, wellbeing).  |
| With reference to a people practice issue, interpret analytical data using appropriate analysis tools and methods. (AC 2.1) | You should be thinking about impactful but informative ways of presenting your data. You should use at least two different visual presentation methods, for example, **bar chart, pie chart, or graph, w**hichever you feel are the most appropriate for the data that you are presenting.  | **Interpret:** read, understand and form a judgement on what the data is telling you. Explain what tools you used to reach this interpretation. | n/a |
| Present key findings for stakeholders from people practice activities and initiatives. (AC 2.2)  | Think about the most appropriate visual aid for presenting these five sets of data e.g, bar chart, pie chart, graph or in the case of the last item it's one number. | **Present**: communicate key findings, which can also include conclusions, from the analysis of the data. Choose appropriate tools to use in presentation. | n/a |
| Make justified recommendations based on evaluation of the benefits, risks and financial implications of potential solutions. (AC 2.3)  | Here you will be making a set of recommendations to the senior management team based on the analysis of data, your observation of trends and patterns and the conclusions and observations that you have drawn. As the question indicates, you need to justify your recommendations in terms of **the costs involved, the benefits to be gained and any risks involved** in either a) adopting the recommendation; or b) choosing not to adopt the recommendation.  | **Justified:** supported by evidence of the associated benefits, costs and risks. | n/a |