

Assessment ID/CIPD_5HR01_24_01

Employment Relationship Management



LEARNER INFORMATION

Please write clearly in block capitals.

Centre name and number	MOL – 531
Learner CIPD membership number	
Learner surname	
Learner other names	
Unit code and title	5HR01 Employment relationship management
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IQA name (if applicable)	
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applicable)	
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Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

Learner name			
Learner statement of authenticity	<p>I can confirm that:</p> <ol style="list-style-type: none"> 1. This assessment is all my own work. 2. Where I have used materials from other sources, they have been properly acknowledged and referenced. 3. I have not used Artificial Intelligence tools to generate content for my assessment. <p>I understand the consequences of malpractice and accept that any violation of this agreement may result in disciplinary action.</p>		
Standardisation	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.		
Signed		Date	*This should be the date on which you submit your assessment

Declaration by the centre

Centre statement of authenticity	<p>On behalf of the centre, I confirm that the above mentioned learner is registered at the centre on a CIPD programme of study.</p> <p>I confirm that</p> <ul style="list-style-type: none"> • the learner's work was conducted under the conditions laid out by the assessment brief • I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner 		
Name	Janet Brown	Role	Quality Manager
Signed		Date	



EMPLOYMENT RELATIONSHIP MANAGEMENT

This unit examines the key approaches, practices and tools to manage and enhance the employee relationship to create better working lives and the significant impact this can have on organisational performance.



SCENARIO

The public sector organisation that you work for has recently undergone a merger with another similar public sector organisation that has had significant staff changes across key departments.

The incoming leadership, management and people practice teams are relatively new to their posts and have limited awareness of managing employee relations in the public sector as many of them have been recruited from the private sector.

There are concerns that this could affect commitment to existing employee relations practices. With this in mind, your people practice director has asked you to write a briefing paper. You need to provide the teams with knowledge and understanding about:

- a) the various forms of representation that can be employed at work and how these are used to support workplace harmony, **and**
- b) the different forms of conflict and dispute resolution and how to manage performance, disciplinary and grievance matters lawfully.



BRIEFING PAPER

To complete the briefing paper, you should include written responses to each of the 10 points below, making appropriate use of academic literature, case and statutory law, codes of practice, research and good practical examples to substantiate your response and illustrate key points. Please ensure that you use reputable sources as indicated on the unit reading list and that all cited sources are correctly acknowledged and presented in full in a bibliography at the end of your briefing paper.

Referring to the above scenario:

- 1) Differentiate between employee involvement and employee participation **and** how they build relationships. (AC 1.1)
- 2) Compare forms of union **and** non-union employee representation. (AC 1.2)
- 3) Evaluate the relationship between employee voice **and** organisational performance. (AC 1.3)

- 4) Explain the concept of better working lives **and** how this can be designed. (AC 1.4)
- 5) Distinguish between organisational conflict and misbehaviour. (AC 2.1)
- 6) Assess emerging trends in the types of conflict and industrial sanctions. (AC 2.2)
- 7) Distinguish between third-party conciliation, mediation and arbitration. (AC 2.3)
- 8) Explain the principles of legislation relating to unfair dismissal in respect of capability and misconduct issues. (AC 3.1)
- 9) Analyse **three** key causes of employee grievances. (AC 3.2)
- 10) Advise on the importance of handling grievances effectively. (AC 3.3)

Your evidence must consist of

- a briefing paper setting out written responses to each of the **10** instructions above. (3900 words +/- 10%)

It is essential that you relate to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

AC 1.1. Differentiate between employee involvement and employee participation and how they build relationships.

The difference between worker involvement and employee contribution is subtle. However, there is a distinction between them regarding employee practices. It is perceived when the two phases are utilised in human resources (Li et al., 2021). It denotes two distinct company policies in addition to the levels of employee interaction. The variance between contribution and involvement is understood by realising the meaning of worker participation and employee engrossment, which can yield more creative personnel. Employee contribution is denoted as the business actions in which the workers take a share in order to attain a mutual goal. Each employee is predicted to participate by creating ideas grounded on real-life answers. It can negotiate computer safety. Thus, employee participation is irrespective of the employee's job title. It only needs a good work environment for the employees to boost employee morale and establish a more inclusive workforce (Saks, 2022).

On the other hand, worker involvement means all about the chances given to the staff to help in decision-making at the workshop. It refers to the direct communication between the organisation and staff. It inspires the labourers to take possession of the consequences of a project. It can also incorporate providing more opportunities to encourage the workers to seek new train to achieve specific motivational methods (Li et al., 2021). These are needed to boost worker output in addition to founding a structural structure that summarises free-thinking and authorises the personnel to make numerous important choices concerning any decision-making endorsement. However, worker participation is characteristically more stimulating in hierarchical organisations while making important decisions that the staff are expected to implement. Thus, this type of administrative structure is premised on the overall expert rather than operative participation in decision-making. One of the main changes between employee contribution and participation refers to the definite business events profound by the workers (Saks, 2022). On the other hand, participation is around the level of input in decision making that the workforces have surrounding the business doings accomplished by them.

Worker participation nurtures a team method for the accomplishment of a plan by a group of labourers. However, operative involvement is all about the straight linking between the labours and organisation in instruction to foster better interaction. Both methods can launch a strong sense of promise to a mutual goal.

AC 1.2. Compare forms of union and non-union employee representation.

External associations are recognised as unions. These organisations represent all workers together. They bargain with managers over numerous employee matters. It includes compensation, welfare as well as working circumstances. The workforces have an influential voice there due to their joint inspiration (CIPD, 2023).

Furthermore, they have defence and support along with a space to drop their complaints (Addison, Teixeira & Bellmann, 2020). On the other hand, the non-union procedures of employee depiction include employee supporters and open-door strategies. Thus, non-union illustration can miss the shared bargaining control of unions. Moreover, it delivers an intimate station in favour of speaking separate and small-scale problems.

Union projects typically can afford larger names on the cast as well as crew. Comparing the pros and cons of union versus non-union, it is vital to understand the differences in pay and protection. Union projects are required to adhere to industry standards as well as provide a safe work environment and transportation. Sometimes, union projects provide transportation to and fro the settings (Harcourt et al., 2022). It is more likely to have health insurance in the event of an incident on set. Union repression involves the employees joining together to form a labour union. It negotiates with the employer on behalf of the members for better wages in addition to working conditions, benefits and other employment terms. Unions are legally recognised entities in addition to having the power to engage in collective bargaining, strike and file several employee grievances. They typically operate under a collective bargaining agreement (CIPD, 2023). It underscores the terms and conditions of employment in

favour of all union members. Unions are also involved in advocating in favour of labour rights at a cross-border level of polity.

Conversely, non-union representation involves mechanisms like works councils, employee committees or direct consultation with management. These bodies represent the interests of the employees. However, they do not have the similar legal authority as unions. They cannot even engage in collective bargaining or strike (Addison, Teixeira & Bellmann, 2020). Instead of that, they can focus on collaboration and dialogue with management to address workplace issues. Employers often establish these forms of representation and may be more flexible. Nevertheless, these are sometimes criticised in favour of being less effective in securing several significant changes or predictions compared to unions. Moreover, non-union bodies sometimes lack the same level of protection as well as the power that comes with union-based collective bargaining.

AC 1.3. Evaluate the relationship between employee voice and organisational performance.

The connection between organisational performance and worker voice is multifaceted. It represents a beneficial and direct impact on different aspects of a business. Employee voice reflects the mechanisms through those employees who easily express their opinions, concerns and ideas about their workplace and work. It involves organisational practices and significantly impacts performance outcomes.

Improved motivation and engagement: Employees who feel valued and heard seem more motivated and engaged. Involvement is directly aligned with performance and productivity. Employees' ideas and feedback sharing can foster a sense of commitment and ownership to company goals. This enhanced employee involvement in higher levels of innovation and performance (CIPD, 2023).

Job satisfaction and retention: A strong employee voice mechanism improved job satisfaction through collecting suggestions and mitigating grievances into workplace improvements. This satisfaction

minimises turnover rates, as workers are less likely to leave a company where their work and contributions are valued or recognised. Lower turnover reflects minimised costs related to training and recruitment. It enhances the overall organisational effectiveness (Allen, 2023).

Increased innovation: Motivating employee voice can lead to a more unique workplace. Employees often have innovative perceptions into organisational opportunities and issues for development. Organisations can make creative solutions which may not be ostensible at management's higher levels though using these insights. This innovation can drive better services, processes and products, improving competitive advantage.

Better problem solving: Employee voice facilitates improved problem solving through offering different insights on organisational challenges. Employees from different functions and levels are motivated to speak up, which enhances the range of effectiveness, solutions considered and it can also lead to better decision making. This shared intelligence helps in mitigating challenges more swiftly and comprehensively (CIPD, 2023).

Strong organisational culture: A strong organisational culture encourages values, employee input and open communication, which fosters collaboration and trust. This constrictive work atmosphere improves team performance and cohesion, leading organisational success (Allen, 2023).

Overall, encouraging employee voice into organisational practices drives better involvement, innovation, job satisfaction, organisational culture and problem solving. These aspects together contribute to organisational success and growth. Organisations can gain more sustainable and effective growth by properly listening and working on employee reviews.

AC 1.4. Explain the concept of better working lives and how this can be designed.

The idea of “**Better working lives**” involves improving the work excellence and employee well-being. It aligns with different aspects like work-life balance, personal development, health and job satisfaction, aiming to make a more productive and fulfilling work environment.

The better working lives concept and designing better working lives involves some key strategies, as follows:

Work-life balance: Adopting flexible work structure like remote work, job-sharing and flexible hours, allows employees to better maintain their professional and personal responsibilities. This flexibility minimises stress and enhances job satisfaction (CIPD, 2024). The *3-dimensional concept* points out an individual's three most important areas, where they should put their massive time.

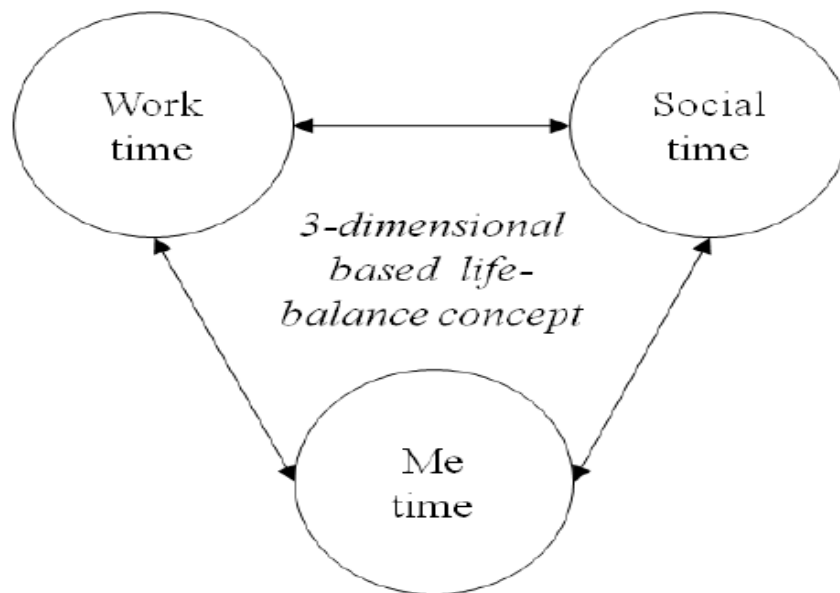


Figure: 3-dimensional based life-balance concept

(Source: Aisyah, Wolor & Usman, 2021)

Health and well-being: Focusing on health is very crucial. Making a supportive environment which prioritises physical and mental health is vital. This involves providing wellness programs, building a culture which motivates vacation times or taking breaks and access to various mental health resources (Gordon, 2022).

Positive and inclusive culture: Encouraging a culture which promotes diversity, inclusion and respect is crucial. An inclusive or positive environment where employees feel valued and safe contributes to constructive work experiences. Prioritising employee feedback and communication also strengthens trust and team cohesion.

Career development: Offering different opportunities for skill development and career growth helps workers to feel motivated and valued. This can be reached through mentorship, training programs and clear goals for advancement. Investing in employees' futures improves their job satisfaction and commitment towards organisation (Gordon, 2022).

Recognition and fair competition: Offering proper recognition and ensuring competitive wages for achievements and responsibilities are crucial to create a better working environment. Equal compensation represents workers' contributions and supports retaining new talent. Recognition through informal praise and formal awards fosters engagement and morale (CIPD, 2024).

Purpose and autonomy: Allowing workers autonomy in their responsibilities and supporting them to understand the effect of their roles on the company's goals can increase job satisfaction. Employees have effectively done their tasks, improving their productivity and involvement, when they feel their work has a significant purpose (Aisyah, Wolor & Usman, 2021).

Integrating these measures, public sector organisations can design a great work environment which improves employee's quality of life and leads to organisational success. Prioritising employee's personal growth and overall well-being ensures that they are working effectively and properly doing their jobs.

AC 2.1. Distinguish between organisational conflict and misbehaviour.

Organisational misbehaviour and conflict are 2 different thoughts, though they can overlap sometimes or analysing the difference among them is vital for efficient management and boosting a constructive work environment.

> Organisational conflict

Organisational conflicts represent a situation where disputes and disagreements between groups and individuals within a company. It can create differences in values, needs, interests and goals. Conflict

is an essential part of an organisation and can be evident in different forms, like intergroup conflicts, issues between various departments and interpersonal conflicts (CIPD, 2021).

Conflicts can be destructive or constructive. Constructive conflict can drive better outcomes like increased creativity, effective decision making and advanced problem solving, if it is maintained well. In construction, destructive conflict can lead to reduced productivity, strained relationships and decreased morale. Effective conflict management includes mitigating the main causes of the conflict, finding mutually pleasant solutions and leveraging open communication.

➤ **Misbehaviour**

In contrast, misbehaviour represents unacceptable and inappropriate actions though individuals within an organisation. This can involve a set of behaviours like dishonesty, disruptive conduct, harassment and non-compliance with strategies. It also highlights organisational values and norms, often negatively impacting the work environment (Wales, 2021).

Misbehaviour can rely on different factors such as personal grievances, poor management practices and understanding limitations of organisational rules. Mitigating misbehaviour also aligns with clear communication, expectations, disciplinary measures and organisational policies implementation. It is necessary to mitigate misbehaviour properly to stop growth and manage a respectful or professional work environment.

➤ **Differences between organisational conflicts and misbehaviour**

The main difference between organisational conflicts and misbehaviour depends on their resolution and nature. Conflict is basically a matter of differing goals and opinions. It can be resolved through compromise and negotiation. In contrast, misbehaviour involves deviations from suitable conduct and managing a respectful and professional work environment (Worimegbe et al., 2024).

Overall, organisational conflict is a basic part of the workplace field, which can drive to positive results if properly maintained. Misbehaviour is an expected norm deviation which needs direct

interventions to restore respect and instruction within the public sector organisation. Mitigating and analysing both is key to managing a productive and healthy workplace.

AC 2.2. Assess emerging trends in the types of conflict and industrial sanctions.

Emerging trends in workplace conflict as well as industrial sanctions reflect the evolving nature of work as well as labour reactions and wider socio-economic variances. These trends can be observed in the evolving diversity of the types of conflicts, in addition to the rise of digital activism and the transition towards more sophisticated forms of industrial action. A renowned model for conflict in the workplace is recognised as Thomas-Kirmann's conflict model (Benke, 2023). It outlines five distinct conflict resolution modes. These are identified as competing, collaborating, compromising, avoiding and accommodating. Each mode represents a distinct approach to conflict, balancing assertiveness in addition to cooperation.

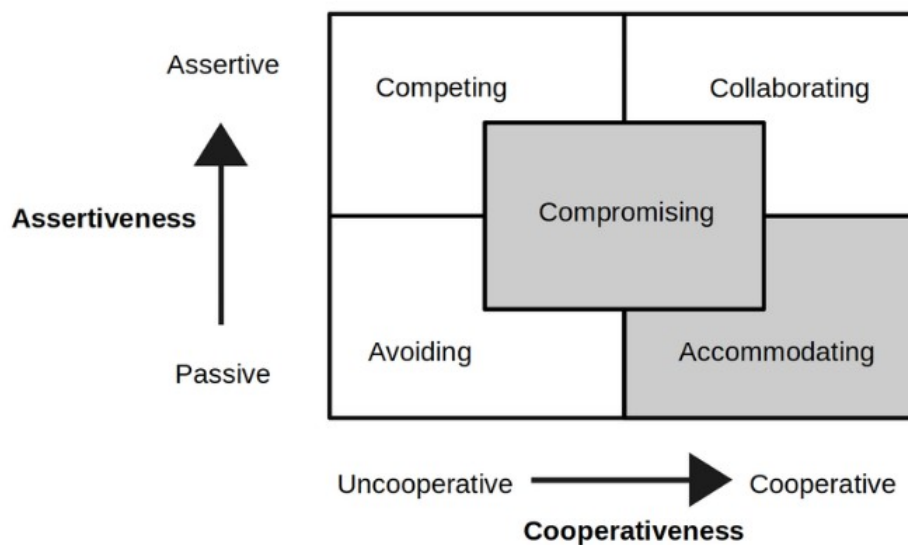


Figure 4: Thomas-Kirmann's Conflict Model

(Source: Benke, 2023)

The different types of conflicts in the workplace of an organisation are discussed as follows:

Digital and Remote Work Conflicts

Conflicts have shifted from traditional, in-personal disputes to online platforms with the growth of remote work as well as digital communication tools. Consequently, several issues such as digital surveillance, privacy and work-life balance are becoming more prominent sources of the conflicts (Mukhtar, Risnita & Prasetyo, 2020). Workers are increasingly concerned regarding the blurring of boundaries between personal and professional life. It leads to several new forms of disputes.

Gig Economy Conflicts

The rise of the gig economy has introduced several conflicts regarding job security, wage instability as well as classification of workers as independent contractors. Gig workers sometimes lack traditional employment protections (Mousa et al., 2020). It leads to disputes over fair pay in addition to several benefits and working conditions. These conflicts are often decentralised as well as involved legal battles over worker rights.

Environmental and Ethical Conflicts

Enhancing awareness of environmental as well as social issues is leading several conflicts within the organisations over several ethical practices. Employees more likely to challenge employers on issues like sustainability, corporate social responsibility (CSR) and ethical sourcing. Such conflicts can manifest in employee pushback against company policies as well as protests by the public (Mukhtar, Risnita & Prasetyo, 2020).

Apart from these, the industrial sanctions are recognised as discussed below:

Targeted Strikes and Protests

Conventional strikes are evolving into more targeted actions. Employees may focus on the specific aspects of their employment. For example, paying for certain roles or conditions in particular locations rather than wider and company-oriented issues (Bali & Rapelanoro, 2021). This trend is observed in short, strategic strikes targeted at enhancing impacts while diminishing loss of income for the worker.

Digital and Social Media Activism

Workers are more likely to use several social media and additional digital platforms to mobilise support, raise awareness and increase pressure on the workers (Kelishomi & Nisticò, 2022). It can involve coordinated online campaigns, public shaming and digital boycotts. It can be highly effective in an era where reputational risk is considered as a major concern for the organisations.

Legal Actions and Collective Bargaining Innovations

By evidence, this is a growing trend that rewards legal challenges. Such challenges include class-action lawsuits as a form of industrial sanction (Bali & Rapelanoro, 2021). In addition, several innovations in collective bargaining such as sectorial bargaining or transnational agreements, play an emerging role in order to address the complexities of the modern labour market landscape (Kelishomi & Nisticò, 2022).

These trends refer to a transition towards more nuanced, strategic as well as technology-driven forms of conflict as well as internal actions. Moreover, it reflects the changing dynamics of the modern workplace.

AC 2.3. Distinguish between third-party conciliation, mediation and arbitration.

Conciliation of third party, arbitration and mediation are vital approaches of solving arguments outside the old courts system. Arbitration involves third parties, mediation is basically used for issue resolution and conciliation plays an important role and may interfere in feasible solutions. However, they differ in their procedure and consequences.

Conciliation: It is a procedure where a neutral party, the conciliator, contributes to the debating parties in achieving an agreement. The conciliator role is to ease communication, support all parties to understand others' insights and offer suggestions. Conciliation is less formal than other measures like mediation. It can involve the conciliatory for making effective recommendations for better settlement. This process is basically non-binding, shows the conciliatory proposals are not essential and rather serve as a guide for

the clients to achieve a mutually affable solution. Conclusion is useful in defaults where parties have requirements for resolution and a continuing relationship which reserve the connection (Korte, 2023).

Arbitration: Arbitration is a formal procedure where a panel of arbitrators or a neutral arbitrator makes a decision on the issue after evaluating all evidence and understanding thoughts of both parties. The arbitrator's main work is to act as a private judge and condense a decision, recognised as an award, which is enforceable in the same process as a court judgment. Arbitration can be either non-binding or binding, however binding arbitration is very common. It is used when parties need a resolution which is less formal and faster than litigation and also offers a definitive ruling (WIPO, 2023).

Mediation: Mediation involves an unbiased who supports the debating parties negotiate a settlement. Unlike a conciliator, a mediator does not provide solutions, however instead eases discussions and supports parties evaluate their interests and needs. Mediation is confidential and voluntary. It allows parties to operate together to find a resolution, which is equally suitable. The mediator's role is to inspire connection and guide the procedure, however they do not have the power to execute a choice. Mediation's result is a binding contract, if the parties get a consensus and choose to formalise it in a settlement and contract agreement (JAMS, 2022).

Overall, these three methods involve a third party to work in dispute resolution. All of them have their unique features, which contributes to public sector organisations development.

AC 3.1. Explain the principles of legislation relating to unfair dismissal in respect of capability and misconduct issues.

In the UK, unfair dismissal is regulated fundamentally by the Employment Rights Act 1996 (ERA). The legislation ensures that employees are served fairly and not dismissed without any valid reason (Katsaroumpas, 2024). It particularly concerns the capability and misconduct. The relevant features are discussed below:

Capability

It is related to the ability of an employee to perform their job. It is either due to skill, aptitude, health or other relevant factors (Bull & Page, 2022). If an employer believes an employee is underperforming, they must provide appropriate evidence and follow fair procedure. This includes setting clear performance standards. It further provides support and training. Moreover, it gives the employees a reasonable period to improve. If, subsequently, the employees still fail to meet the required standards, the employer may consider it as dismissal (Katsaroumpas, 2024). However, the dismissal must be fair. The employer should hold a meeting with the employees. Moreover, the employees should be allowed to respond to the concerns and offer the right to appeal the decision.

Misconduct

It engages behaviour that breaches the term of employment. Misconduct can be classified as either ordinary or gross misconduct. Ordinary misconduct may involve minor breaches like late-coming, absenteeism without any notice (Dávid-Barrett, 2022). However, even in cases of gross misconduct, employees must still conduct a fair investigation in addition to holding a disciplinary hearing. Moreover, it gives the employee an opportunity to present their cases (Katsaroumpas, 2024).

Unique Legislation in Other Nations

In Australia, the Fair Work Act 2009 governs unfair dismissal. It incorporates a particular focus on the reasonableness of the actions of the employers. Employers must follow a procedural fairness process that is similar to the UK. However, it emphasises on whether the dismissal is harsh, unjust or unreasonable (Bant & Paterson, 2021). For example, if the misconduct of an employee is linked to external factors like mental health issues, Australian tribunals may consider this in deciding if the dismissal is fair.

On the other hand, German Employment Law provides robust protections against the occurrence of dismissal. Under the protection against the Dismissal Act (KSchG), dismissals in favour regarding capability or misconduct must be socially justified (Lindemann & Lienau, 2020). In cases of capability, this sometimes involves providing that there are no alternative options of the role within the

company that the employee could satisfy. Furthermore, for misconduct, the procedure is considered as significant with a requirement for prior warnings if the misconduct is not severe.

AC 3.2. Analyse three key causes of employee grievances.

There are so many reasons behind the inclusion of employee grievances. Out of these, three sole reasons are addressed and discussed below:

Bullying or Harassment

Bullying or harassment in the workplace significantly impacts employee morale and well-being. Such behaviour incorporates verbal abuse, intimidation, unfair treatment to unwelcome advances, it creates a hostile work environment. Employers who feel threatened or humiliated may face stress, anxiety or even depression (Grama, 2022). It leads to decreased productivity as well as job satisfaction. The failure of management to address these issues can exacerbate several problems that lead to high turnover rates and legal consequences (CIPD, 2021).

Relationship with Managers

The relationship between employees and their management plays a pivotal role to job satisfaction as well as productivity (Dunford et al., 2020). Eventually, poor communication, lack of support or perceived unfair treatment from the managers can lead to frustration as well as resentment among the workers. It is observed when the management fails to provide clear guidance, recognition and constructive feedback. It can result in lowered motivation and less employee engagement (Grama, 2022). Additionally, favouritism or inconsistent management practices can create a sense of inequity in addition to fuelling grievances.

Pay and Grading

Pay and grading are vital to the perception of an employee regarding fairness and value within an organisation (CIPD, 2024). Disparities in pay unclear grading structures, or even perceived inequalities in compensation can lead to dissatisfaction and resentment (Dunford et al., 2020).

Sometimes, the employees can feel underpaid or believe their contributions. These are considered undervalued compared to peers. It can diminish employee morale and increase turnover.

AC 3.3. Advise on the importance of handling grievances effectively.

Handling grievances properly is crucial for public sector organisations to manage a positive and productive work environment. Mitigating issues like harassment and bullying, pay and grading issues and relationship with managers can impact employee satisfaction and organisational effectiveness.

In the public sector, mitigating harassment or bullying is crucial for ensuring an inclusive and safe workplace. Effectively managed grievances encourages a culture of respect and helps in preventing growth. An effective process of grievance handling can lead to timely interventions and also minimise the long-term psychological harm risk to employees. It issues well-being and boosts trust in the management. A well-structured grievance process ensures that employees feel valued, which is crucial for making a positive work culture (MDU, 2024).

The relationship between managers and employees directly impacts productivity and workplace morale. Grievances associated with managerial conduct should be managed with proper care to handle issues like lack of support, favouritism and micromanagement from team dynamics (CIPD, 2024). Mitigating these grievances can enhance communication, ensure that workers feel valued and improve managerial practices. This contributes to better retention rates and job satisfaction. Similarly, unsolved grievances associated with resources, management and workload can lead to incompetence (CIPD, 2024).

Grading and paying issues are important to fairness and employee motivation. Grievances associated with job grading and compensation. It can create huge dissatisfaction if not mitigated timely. Effective management of these factors ensures equality in pay structures and fair treatment to all staff. It helps in attracting talent and also creates a sense of loyalty among employees. Effective resolution of these issues prevents disputes and supports organisational stability. Additionally,

mitigating concerns and complaints can prevent minor problems and maintain the organisation's reputation (Webnyay, 2023).

Overall, managing grievances associated with harassment or bullying, grading and pay and relationships with managers is important for managing an effective and pleasant public sector organisation. Effective management of grievances resolves employee issues and also makes a sense of fairness, respect and trust. It leads to a better productive and involved workforce. Investing in strong grievance management systems contributes to the organisation's reputation and long-term success.

(The total word count is __3956 Words)

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TO BE COMPLETED BY THE ASSESSOR				
Centre name	MOL		Centre number	531
Learner name				
Membership number	<i>Please enter the learner's number here. Must be the first 7 digits of CIPD membership number</i>			

» **ASSESSMENT MARKSHEET**

- LO1** Understand employee voice and practices to support better working lives.
- LO2** Understand different forms of conflict behaviour and dispute resolution.
- LO3** Understand how to manage performance, disciplinary and grievance matters lawfully.

****Note to Assessor** – Please enter a **mark** for each AC. You need only provide **feedback** where you have awarded a mark of 1. This feedback should be developmental.

Task	Assessment criteria		ASSESSOR FEEDBACK (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)	Mark (1-4)
Task: Briefing paper	1.1	Differentiate between employee involvement and employee participation and how they build relationships.	<i>First submission</i>	
			<i>Resubmission 1 (if applicable)</i>	
			<i>Resubmission 2 (if applicable)</i>	
	1.2	Compare forms of union and non-union employee representation.	<i>First submission</i>	
			<i>Resubmission 1 (if applicable)</i>	
			<i>Resubmission 2 (if applicable)</i>	

	1.3	Evaluate the relationship between employee voice and organisational performance	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
	1.4	Explain the concept of better working lives and how this can be designed.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
	2.1	Distinguish between organisational conflict and misbehaviour.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
	2.2	Assess emerging trends in the types of conflict and industrial sanctions.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
	2.3	Distinguish between third-party conciliation, mediation and arbitration.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
	3.1	Explain the principles of legislation relating to unfair dismissal in respect of capability and misconduct issues.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	

	3.2	Analyse key causes of employee grievances.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
	3.3	Advise on the importance of handling grievances effectively.	First submission	
			Resubmission 1 (if applicable)	
			Resubmission 2 (if applicable)	
Total marks for TASK				
Total marks for TASK (resubmission 1 if applicable)				
Total marks for TASK (resubmission 2 if applicable)				

Total Marks for Unit <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	
Total Marks for first Resubmission <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	
Total Marks for second Resubmission <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	

<p>Assessor Feedback Summary</p> <p><i>Please use this box to summarise your feedback on the assessment overall. This should highlight strengths and any areas for improvement, either referring to specific (good or requires improvement) ACs or commenting more generally across the assessment. (Note: developmental feedback on any ACs awarded a mark of 1 should have already been provided in the relevant box of the assessment form above.</i></p> <p><i>Please use a different font colour for any resubmission comments)</i></p>			
<p>Assessor name</p>	Submission	Resubmission 1	Resubmission 2
<p>Assessor signature*</p> <p><i>I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.</i></p>			
<p>Date</p>			

*This must be a true signature, so a handwritten signature, or a photo or scan of a handwritten signature, or an e-signature. A typed signature is not acceptable.

You will receive a **Low Pass/Pass/High Pass** or **Refer/Fail** result at unit level.

Assessors will provide a mark from 1 to 4 for each of the assessment criteria in the unit.

The marking descriptor grid is provided here as guidance. This will provide you with feedback that is developmental.

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

Mark	Range	Descriptor
1	Refer/Fail	The response DOES NOT demonstrate sufficient knowledge, understanding or skill (as appropriate) to meet the AC. Insufficient examples included where required to support answer. Insufficient or no evidence of the use of wider reading to help inform answer. Presentation or structure of response is not appropriate and does not meet the requirement of the question/assessment brief.
2	Low Pass	The response demonstrates an acceptable level of knowledge, understanding or skill (as appropriate) to meet the AC. Sufficient acceptable examples included where required to support answer. Sufficient evidence of appropriate wider reading to help inform answer. Satisfactory in-text referencing. Answer is acceptable but could be clearer in responding to the question/task and presented in a more coherent way. Required format adopted but some improvement required to the structure and presentation of the response.
3	Pass	The response demonstrates a good level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes confident use of examples, where required to support the answer. Good evidence of appropriate wider reading to help inform answer. A good standard of in-text referencing. Answer responds clearly to the question/task and is well expressed. Presentation and structure of response are appropriate for the question/task.
4	High Pass	The response demonstrates a wide and confident level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes strong examples that illustrate the points being made and support the answer. Considerable evidence of appropriate wider reading to inform answer. An excellent standard of in-text referencing. Answer responds clearly to the question/task and is particularly well expressed or argued. Presentation and structure of response are clear, coherent, and respond directly to the requirements of the question/task.



The total mark achieved will dictate the grade you receive for the unit, provided **NONE** of the assessment criteria has been referred.

Overall mark	Unit result
0 to 19	Refer/Fail
20 to 25	Low Pass
26 to 32	Pass
33 to 40	High Pass