



**3C004**

## **Essentials of people practice**

This unit assignment introduces the fundamentals of people practice, ranging from the employee lifecycle to policies, regulation, and law. It further explores a diverse array of specialist subjects such as recruitment, talent management, reward and learning and development essential to a career in people practice. Importantly, this unit enables practitioners to apply their knowledge and skills, building their confidence and ability to practice progressively.

### *CIPD's insight*

#### **Talent management (Oct 2022)**

Talent management seeks to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to an organisation. To be effective, it needs to align with strategic business objectives. By managing talent strategically, organisations can build a high-performance workplace, foster a learning climate, add value to their employer brand, and improve diversity management.

For these reasons, people professionals consider talent management to be a key priority. The CIPD Profession Map also recognises talent management as one of the special knowledge areas within the people profession and sets out the expected standards to follow.

<https://www.cipd.co.uk/knowledge/strategy/resourcing/talent-factsheet>

#### **Equality, diversity and inclusion (EDI) in the workplace (Nov 2022)**

Promoting and delivering EDI in the workplace is an essential aspect of good people management. To reap the benefits of EDI, it's about creating working environments and cultures where every individual can feel safe, a sense of belonging and is empowered to achieve their full potential. Whilst legal frameworks vary across different countries, in the UK the Equality Act 2010 provides legal protection for nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. However, an effective EDI strategy goes beyond legal compliance and seeks to take an intersectional approach adding value to an organisation, contributing to the wellbeing and equality of outcomes and impact on all employees.

<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/factsheet>

## Recruitment – an introduction (Dec 2022)

Good recruitment is vital, especially when labour markets are tight. It ensures that the workforce has the relevant skills and abilities for the organisation's current and future needs. Effective resourcing is not just about filling an immediate vacancy but about impacting the long-term success of the business, using workforce planning data to understand the skills needed for organisational performance

<https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/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 advising Clean Quarter Ltd for this task.
- 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 continuing professional development.
- Reading the CIPD Insight and Fact Sheets and related online material on these topics.



## *Case study*

Clean Quarter Ltd is a small start-up business that will open to the public in two months' time. Friends Jaspreet and Caroline felt there was a gap in the market for a retailer to sell plastic free food products, many of which are also organic. In addition, a range of cleaning and cosmetic products will be sold. Customers will be able to bring their own containers to the store, which can be filled with products of their choice. An online delivery service will also be available. To reduce carbon emissions, products will be sourced locally where possible. Jaspreet and Caroline are confident their business plan will work and have an excellent understanding of their market and products but are less confident about the people side of the operation. They are aware you are studying the CIPD Foundation Certificate in People Practice and have asked for your help. As you are their friend and would like to develop your practice, you agree to help and provide advice in a number of ways.

### *Task one – written advice (recruitment and selection)*

- You feel you can contribute and offer advice in relation to different stages of the employee lifecycle. You decide to explain the stages of the employee lifecycle and how a people practitioner could contribute to each stage.  
(AC1.1)

As Clean Quarter Ltd does not yet have any employees, you decide first to advise Jaspreet and Caroline on how to recruit and select their new employees. You have ascertained that, initially, they will employ three sales assistants.

- Explain the purpose and key content of a job description and person specification. Explain how job analysis can be used to decide on the content of these documents. (AC 1.2)
- Explain **two** different recruitment methods that Jaspreet and Caroline could use for the sales assistant vacancies and why the **two** methods are appropriate for the role. (AC 1.3)
- Explain factors to consider when deciding on the content of copy used in the recruitment methods you have explained above. You could consider factors such as budget, balance between providing an accurate and positive image, space available, corporate image. (AC 1.4)
- Explain **two** different selection methods that Jaspreet and Caroline could use for the sales assistant vacancies and why the **two** methods are appropriate for the role. (AC 2.1)
- Explain what selection records Clean Quarter Ltd should retain and why they should retain these records. (AC 2.4)
- You decide it would be useful for Jaspreet and Caroline to have template letters of appointment and non-appointment for the sales assistant roles.
- Write letters of appointment and non-appointment for the sales assistant role. (AC 2.5) *There is no requirement to include evidence of the use of references to wider reading to achieve a high pass for AC2.5.*

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## • *Task One – Written Advice*

- Your evidence must consist of:
  - A written response, clearly responding to the 7 questions above.
  - Approximately 1500 words, refer to CIPD word count policy
  - Letters of appointment and non-appointment (excluded from word count).
- **IMPORTANT NOTE: Use of secondary sources is not mandatory at this level.** If you use a secondary source you must include both long and

short references. 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 Oakwood Learner Hub

- Upload the completed Learner Assessment brief, with all 5 tasks completed, through the Assignments option in the Oakwood Learner Hub.
- Please note you can only complete tasks 1 & 2 after attending module 1 and the remaining tasks after attending module 2. DO NOT ATTEMPT to upload this brief unless all tasks are completed, and you have attended modules 1 and 2. You can work on tasks 1 & 2 and save this brief for completion after module 2.

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Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: Social media recruitment is a sufficient example, but job descriptions are not a recruitment method. Recent sources support y

For your resubmission:

- ~~Strike through~~ your example of job descriptions, and any other reference to it within your answer.
- 
- Explain 1 more specific recruitment method that could be used for the sales assistant post (e.g. job fairs, employee referrals etc.) You have brie these in your last paragraph but one must be discussed in detail, in place of job descriptions.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2.**
- For narrative you want ignored, please show this by using the strikethrough key so the text appears like this: ~~the text appears like this~~. This will not contribute to your o wordcount.

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete assignment set by the CIPD. You must read the feedback carefully and make sure you make all the required revisions.

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Explain **(two)** different recruitment methods and when it is appropriate to use them. (AC1.3) **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 250 words**

Jaspreet and Caroline use several techniques to find applicants for roles as sales assistants. Job descriptions and recruiting via social media are the best strategies for

the post.

### **Recruitment via Job Description**

Job descriptions that provide a brief but comprehensive summary of the role may help recruit applicants. A thorough description of the post, its related tasks, significant details, and essential qualifications should be included in the whole framework (Acikgoz, 2019). A detailed explanation of the working circumstances and the whole compensation package, which must include pay and benefits, must also be included in the job description. Jaspreet and Caroline may use this strategy to spread information within their networks as well as to promote a job posting via other media, such as publications, industry websites, and job search engines.

### **Recruitment via Job fair**

The job fair is an effective recruitment way for Clean Quarter LTD to find potential candidates as sales assistants. The first reason is the vast number of candidates attracted to applying for the job. The recruiter will have a chance to meet face to face and give the recruiter a chance to find a qualified sales assistant. Recruiters will have the chance to conduct an initial interview on the spot to assess their communication skills and emotional intelligence since these are very important for sales assistants to deal with different types of customers and satisfy their needs successfully.

### **Recruitment via Social Media**

Through social media recruiting, employers are communicating with applicants more and more. To use this strategy, job postings for sales assistant jobs are made on Facebook, LinkedIn, and Twitter. These adverts could be directed towards specific alumni associations or businesses that deal with employment (Kiviat, 2019). Compared to before, Jaspreet and Caroline can now interact with a far wider range of people. Additionally, making use of social media platforms for recruiting is a useful strategy that allows businesses to research potential applicants by looking at their online profiles.

Jaspreet and Caroline believe that job descriptions and social media recruitment are equally effective methods for promoting positions as sales assistants. A valuable tool for providing a detailed overview of the responsibilities and activities related to a certain employment is a job description. On the other hand, using social media for recruiting gives companies access to a bigger audience and a better knowledge of potential employees. Both strategies may quickly attract qualified individuals. **However, the usage of social media for recruitment has its own budget because around 7%-8% of the business revenue tend to be needed for managing recruitment through social media.**

### **Recruitment via employee referrals**

Employee referrals are an important recruitment method that can be used by Jaspreet and Caroline to ensure that the most appropriate talents are selected for their sales assistant roles. **Clean Quarter Limited** does not yet have any employees and

therefore it would be prudent for Jaspreet and Caroline to seek recommendations from the employees from other companies working in the job role of sales assistant. As mentioned by Abdalla Hamza *et al.* (2021), employee referrals help organisations use dynamic employee networks for sourcing quality hires. For example, companies like Infosys, Deloitte and Coca-Cola use employee referral recruitment methods to attract the best talent. Despite not having any employees yet within the company, Jaspreet and Caroline can use employee networks from other companies to implement and adopt employee referral recruitment methods. **There is limited space for Jaspreet and Caroline in terms of the recruitment process through employee referrals as they do not have any existing employees yet. Therefore, they might allocate separate budget for this recruitment strategy because other organisations can take charge when their employees are utilised for this recruitment strategy.**

#### ***Recruitment via talent pool databases***

Jaspreet and Caroline can fill their vacancies for the post of sales assistant with the use of talent pool databases. As mentioned by Snell and Morris (2019), talent pool databases also assist candidates in finding vacancies that fit their qualifications and skills. Therefore, the vacancies for sales assistance within Clean Quarter Limited are more likely to be filled with the appropriate candidates finding and applying for those vacancies. **Jaspreet and Caroline need to consider maintaining message consistency within the talent pool database for ensuring that candidates are getting relevant job updates from the company through the database.**

#### ***Alternative Strategies***

Jaspreet and Caroline should think about employing alternative recruiting strategies, such as using recruitment agencies and employee referral programmes, in addition to job descriptions and social media recruitment. Programmes that leverage employee recommendations to locate competent applicants who are already familiar with the business and its culture may be a financially advantageous tactic (Moore, McDonald and Bartlett, 2020). Recruitment agencies may be helpful while searching for the best applicant for the job due to their experience and skills. To increase the likelihood of discovering the best candidate for the role, combine these recruiting strategies with job descriptions and social media recruitment.



#### Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: You have not quite understood what is required here ~~AC1.4~~. This is about what job adverts should look like/content of the advert. Your first paragraph starts to touch on the right things, but the latter part of your answer is incorrectly focused.

For your resubmission:

- ~~Strike-through~~ your answer.
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- Explain what factors Clean Quarter need to consider when deciding on content of copy used in recruitment methods.
- 
- You should consider things such as: logo and images; space available; decisions on how much detail to provide; reward package
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in red font for submission 2.
- For narrative you want ignored, please show this by using the strikethrough key so the text appears like this: ~~the text appears like this~~. This will not count towards wordcount.

2nd Assessor grade:

2nd Assessor comments:

Explain factors to consider when deciding on content of copy used in recruitment methods. (AC1.4)

**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 250 words**

#### **Recruitment via Job Description**

##### **Key factor: Corporate image**

A company needs to sell itself dynamically and provide a comprehensive idea regarding the things represented by the company while recruiting talents for different job positions. A positive corporate image is more likely to draw attention to the company while attracting talented candidates (Fachrizal *et al.* 2019). Therefore, corporate image is one of the important factors that can be considered while deciding on the content of copy used in recruitment methods such as employee referrals.

##### **Recruitment via Social Media**

##### **Key factor: attractive and save resource.**

Jaspreet and Caroline should choose the right channel to post the advertisement; therefore, if they link in, it will be more professional and give precise details about the applicant since it will show his curriculum vita. Jaspreet should consider that when they use social media, they attract the searcher for the job by choosing the right image and information that aligns with the company's values and mission. If the company ignores it, that will lead to overwhelmed applications unsuitable for the position and a waste of time for the recruitment team.

##### **Key factor: Space available**

Talented employees are more likely to find job vacancies through talent pool databases

to get involved within a preferred professional setting. Therefore, companies such as ***Clean Quarter Limited*** can consider the service space available within its business operational dimension while deciding on the content of copy for the recruitment methods.

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## References

**Please provide your full long reference list here. The Harvard method is preferable. Please refer to the guidance on the Learner HUB.**

Abdalla Hamza, P., Jabbar Othman, B., Gardi, B., Sorguli, S., Mahmood Aziz, H., Ali Ahmed, S., Sabir, B.Y., Burhan Ismael, N., Ali, B.J. and Anwar, G., 2021. Recruitment and selection: The relationship between recruitment and selection with organizational performance. *Hamza, PA, Othman, BJ, Gardi, B., Sorguli, S., Aziz, HM, Ahmed, SA, Sabir, BY, Ismael, NB, Ali, BJ, Anwar, G.(2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance*. Available at: <http://journal-repository.theshillonga.com/index.php/ijebm/article/view/3606/3402> [Accessed on 6th November 2023]

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## *Task two – Simulated interview*

To support Jaspreet and Caroline, and develop your own knowledge and skills, you:

- Devise selection criteria for the post of Sales Assistant using the job description already written (Appendix A). Use the selection shortlisting matrix (Appendix B) to shortlist applications against the selection criteria to determine candidates to be interviewed. Your assessor will provide you with completed, sample application forms. (AC 2.2) *There is no requirement to include evidence of the use of references to wider reading to achieve a high pass for AC2.2.*

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- Interview **one** applicant and decide whether they meet the criteria for the post. The interview could be a panel or one-to-one interview (as determined by your centre). The interview could be conducted face-to-face or by web conferencing. (AC 2.3) *There is no requirement to include evidence of the use of references to wider reading to achieve a high pass for AC2.3.*

[If working as a panel, it is essential that each member of the team actively takes part in devising the criteria, shortlisting, interviewing and decision-making.]

A copy of CIPD STARR Model Interview Questions (Appendix C) has been included, that can be used when developing interview questions.]

### Your evidence must consist of:

- The criteria that you devised. (Not included in word count).
- Your notes from the shortlisting process **or** a skills observation feedback form completed by your assessor as to your part in shortlisting. (Not included in word count).
- A video recording of the interview **and** either a video of the subsequent decision-making process **or** notes from the decision-making process. (Not included in word count).
- Upload this Learner Assessment brief document with the completed templates and all 5 tasks completed, through the Assignments option in the Oakwood Learner Hub.
- Please note you can only complete tasks 1 & 2 after attending module 1 and the remaining tasks after attending module 2. DO NOT ATTEMPT to upload this brief unless all tasks are completed, and you have attended modules 1 and 2. You can work on tasks 1 & 2 and save this brief for completion after module 2.
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- **Note to assessors.**

Please ensure that all video recordings are retained and, if selected for moderation, uploaded to Rogo along with other materials for 3CO04. Please ensure that each learner is identified by name in the recording.

Please ensure that an individual Skills Observation Feedback Form (Appendix D) is completed for **each learner** regardless of whether an individual or panel interview is carried out. If a panel interview is conducted, individual contributions must be clearly and uniquely identified through comments on the Skills Observation Feedback Form. Each panel should comprise no more than 3 panel members.

## *Task Two – Simulated interview*

Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: The selection matrix in Appendix B is acceptable, but you have not provided shortlisting notes which is required to pass this AC.

For your resubmission:

- Underneath the selection matrix please add the notes from your shortlisting process. These should explain who was chosen and why, and how the process was aligned with best practice e.g. fair, unbiased, based on criteria etc.
- 
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2.**
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount.

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment set by the CIPD. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

Develop selection criteria and shortlist candidate applications for interview for an identified role. (AC2.2)

**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. No word count for this task.**

### AC 2.2 Selection Criteria for Sales Assistant

- The sales assistant needs to be fluent in English to establish effective communication with the possible customers of the company
- Excellent knowledge of the importance of eco-friendly products in the packaging of food items
- Knowledge regarding the cosmetic and cleaning products as the company looking to massage its business activities across the cleaning and cosmetic products industry
- Adequate knowledge of the MS Word (MS Word, Excel and PowerPoint) applications for handling the basic reporting activities after completing the daily shift
- Critical thinking and emotional intelligence for handling customers within the company stores
- Effective knowledge of online communication technologies for handling the demands of customers across online platforms
- Efficient technical knowledge regarding the advantages associated with sustainable food products

### Short listing Matrix

Role:	Sales Assistant		
Criteria	Candidate A (Low-1, Medium-2, High -3)	Candidate B (Low-1, Medium-2, High -3)	Candidate C (Low-1, Medium-2, High -3)
Technical Knowledge	2	1	3
Communication skills	2	2	2
Problem-solving skills	3	2	3
Language Proficiency	2	1	3
Total	9	6	11

**Table 1: Short listing Matrix**

**Notes from short listing processes**

The short listing process associated with the Sales Assistant position is completed using the information provided by the candidates in their resumes. The educational qualifications of the candidates, their working backgrounds, and their experience in tackling difficult situations across the workplace are evaluated for completing the short listing processes. Following are critical notes, which are tabulated for future use in the interview processes

- Specifications regarding the technical knowledge of Candidate 3 regarding sustainable food packaging
- Problem-solving skills of Candidate 3 in completing their assigned tasks in their previous jobs
- Instances of telephonic conversations in resolving customer complaints

Participate effectively in a selection interview and the decision-making process for an identified role. (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. No word count for this task.**



### **AC 2.3 Interview**

Applicant Name: .....(Candidate 3)

Mode of Interview: Face to Face

Conduct Time: 06 November 2023, 10.30 am

Interview participants: Candidate 3, Jaspreet, HR manager

#### **Interview Transcript:**

Candidate 3: Good morning everyone, I would like to thank you all for allowing me to interview for the Sales Assistant position within Clean Quarter Ltd.

HR Manager: Good Morning, I would like to begin this interview by addressing the other members of this interview panel. Jaspreet is one of the joint partners of the company and he is going to ask the first question.

Jaspreet: Thank you for addressing your interest in joining Clean Quarters Ltd, Why don't you begin by addressing an incident of a high-pressure work situation while working with your previous employer?

Candidate 3: In my previous job as the sales assistant, I was in charge of addressing the demands of customers and emphasising on the specifications of the products to each customer. I encountered an angry customer who was not satisfied with the company's products. He was creating an uncomfortable environment across the workplace. I quickly realised the environment across the shop and focused on providing a couple of excellent solutions for the respective customer to address his needs. I focused on finding discounted products for the customers as it would help decrease his frustration with the company product.

Jaspreet: I see. Did you consult with your supervisor to find the solution or did you communicate with the customer regarding the discounted offers?

Candidate 3: I remember that earlier that day our supervisor in the shop was emphasising the discounted products, which can be offered to the customers if they face challenges with their purchased product. I quickly recognised the opportunity to help the customer regarding his inconvenience with the purchased company product. I quickly searched through the company system to find the exact offer provided for the customers facing complexities with their products.

HR manager: What particular role did you play after offering the discounted product to the customer?

Candidate 3: I expressed the technical advantages associated with the new product which was an effective factor in reducing the rage of the customer. Technical knowledge regarding the company product helps the customers make an informed decision regarding their future needs (Coombs *et al.* 2020). The critical knowledge regarding the technical aspects of the product helped me to close the sale, which was essential for protecting the brand image of my previous employer.

HR manager: Did you receive any special recognition from your supervisors within the company regarding your problem-solving and technical skills?

Candidate 3: My supervisors noticed the process I handled the situation regarding the customer. Later I shared my experience with my fellow colleagues for helping to develop a positive work environment within the company. I realise that I can use my existing technical knowledge based on sustainability to impress the customers associated with Clean Quarter Ltd.

Jaspreet: According to your opinion what is the most valuable lesson from this particular incident?

Candidate 3: I realise that not panicking under pressure while listening to the needs of the customers is considered a valuable lesson for me. Addressing the needs of the customers is essential for creating a positive work environment within an organisation (Roggeveen and Sethuraman, 2020). I realise that decision-making processes based on the needs of the customers and organisational strategies play an effective role in a modern business environment.

HR manager: What you will do differently in future circumstances if you face a similar situation in your workplace?

Candidate 3: I think I can utilise digital communication devices to store critical information regarding the discounts and offers provided by the organisation for specific customers. The categorisation of the offers and discounts is essential for providing effective solutions for the customers (Wengler *et al.* 2021). The improvements in managing the necessary information can be considered as an effective area for improvement for me.

Jaspreet: Thank you for attending this interview

HR manager: Do you have any questions for us regarding this vacant Sales assistant position?

Candidate 3: Yes, What about the customer service activities associated with the company?

HR manager: We are trying to develop a separate section for managing the customer service activities involved with the company. A separate section for addressing the specific needs of

the customers will provide our sales employees to complete their respective tasks without facing critical challenges in completing their respective tasks. Do you have any other questions?

Candidate 3: No sir

HR manager: Thank you. We will contact you via email regarding our decision about hiring you as our sales Assistant.

Candidate 3: Thank you.

### **Reference**

Coombs, C., Hislop, D., Taneva, S.K. and Barnard, S., 2020. The strategic impacts of Intelligent Automation for knowledge and service work: An interdisciplinary review. *The Journal of Strategic Information Systems*, 29(4), p.101600.

Roggeveen, A.L. and Sethuraman, R., 2020. Customer-interfacing retail technologies in 2020 & beyond: An integrative framework and research directions. *Journal of Retailing*, 96(3), pp.299-309.

Wengler, S., Hildmann, G. and Vossebein, U., 2021. Digital transformation in sales as an evolving process. *Journal of Business & Industrial Marketing*, 36(4), pp.599-614.



*Task three - guidance  
document (legislation and employment  
relations)*

As well as taking a responsible stance in relation to the environment, Jaspreet and Caroline are keen to be good employers. They ask you to give them some advice on how legislation and organisational practices affect employment relations and you decide to write a guidance document.

The guidance document must include:

- An explanation of the importance of achieving work-life balance within the employment relationship with an overview of the legislation relevant to work-life balance. (AC 3.1)
- An explanation of what is meant by, and the importance of, wellbeing in the workplace. (AC 3.2)
- A summary of the main points of discrimination legislation. (AC 3.3)
- An explanation of what diversity and inclusion mean and why they are important. (AC 3.4)
- An explanation of the difference between fair and unfair dismissal. (AC 3.5)
- 
- Your evidence must consist of:
  - A written response, clearly responding to the 5 questions above.
  - Approximately 1250 words, refer to CIPD word count policy
  - **IMPORTANT NOTE: Use of secondary sources is not mandatory at this level.** If you use a secondary source you must include both long and short references. 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 Oakwood Learner Hub
  - Upload the completed Learner Assessment brief, with all 5 tasks completed, through the Assignments option in the Oakwood Learner Hub.

## Task Three – Guidance Document Questions

		✓	references to inform answers
Criterion Feedback			
1st Assessor grade:	1 M15		
1st Assessor comments:	The majority of your answer is sufficient, but you have only fully cited 1 specific UK law - we need to see 2 for you to pass this AC.		
For your resubmission:	<ul style="list-style-type: none"><li>• <del>Strike through</del> your bullet point about flexible working.</li><li>• Replace this with another specific UK legislation that would influence work-life balance (e.g. maternity/paternity law).</li><li>• Make sure you fully cite the title and date of the legislation.</li><li>• Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.</li><li>• Please add new narrative in <u>red font for submission 2</u>.</li><li>• For narrative you want ignored, please show this by using the strikethrough key so <del>the text appears like this</del>. This will not contribute to your overall wordcount.</li></ul>		
2nd Assessor grade:			
2nd Assessor comments:			
For your resubmission:			

Explain the importance of work-life balance within the employment relationship and how it can be influenced by legislation. (AC3.1)

**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 250 words**

### Define

The work-life balance is to have a balance between work duties and personal lives.

### Explain why it is important

The significance of work-life equilibrium cannot be exaggerated in contemporary's fast-moving and urgent globe. Compelling the right evenness between an individual's professional and private history is important for both singular prosperity and overall pertaining to society wellness. Work-existence balance is superior for claiming tangible and insane strength. The cruel occupation of course aims outside enough occasion for entertainment and individual occupations can bring about incessant stress, exhaustion, and a decline in overall energy (Gagnano *et al.* 2020). This not only influences things but can again strain healthcare structures and bring about larger healthcare costs. Additionally, an equalized approach to existence is essential for upholding healthful connections. Time gone accompanying kin and companions supports forceful sentimental networks, that in the proper sequence can determine a group providing support to members all along disputing opportunities. Neglecting these friendships, and friendly work can bring about isolation and seclusion.

Work balance likewise advances individual progress and self-completion. Pursuing avocations, and interests, and giving feature periods accompanying desired ones can specify a sense of purpose and satisfaction further the boundaries of the institution. This, in proper sequence, can bring about better task vindication and improved artistry when an individual returns to work. Essentially, work-life equilibrium is not an absolute indulgence; it's an essentiality (Le *et al.* 2020). It provides better tangible and insane fitness, more powerful connections, and individual development, making it a foundation of an accomplished and creative history. Employers and things alike endure, understand; allure meaning and endeavour to reach an agreeable combination of professional as well as private occupations.

#### **Explain how 2 specific laws influence work-life balance**

- Working hours and time off UK regulation 1998 mentioned that the minimum working hour is 48 hours working week even though the employee has the right to not join this law. This law gives the employee the right of leave such as parental leave, personal leave and even domestic reasons. (CIPD (2022)).
- Flexible working mode so the employee can choose how to work remotely, part-time, or job share, but these can happen with the agreement with an employee's line manager. (CIPD. (n.d.)). In my opinion, different working modes allow the employee to balance his personal life and work. The provisions of the ***"The Maternity and Parental Leave etc. Regulations 1999"*** is also responsible for maintaining the rights to maternity and paternity leave for the employees in the UK. Therefore, the regulation maintains work-life balance of employees by preserving the rights to maternity and paternity leaves.

#### Criterion Feedback

1st Assessor grade: 1 M15

**1st Assessor comments:** Your descriptions of indirect discrimination and harassment are not accurate. You give an example of victimisation but you have not explained revisions for full accuracy.

For your resubmission:

- Strike-through your narrative under indirect discrimination and harassment.
- 
- Research and re-explain these, remembering to cite your source.
- 
- Before your example of victimisation, give a definition of what it means.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2**.
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount.

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

Summarise the main points of discrimination legislation. (AC3.3)

**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 250 words**

Discrimination means mistreating people, so do not deal with people in a way that deals with others so there is a favourite. For example, job selection should rely on competencies and company needs.

### Direct discrimination

Legislations created to look against direct bias play an important function in supporting fundamental civil rights and advancing balance in people. These societies are a pillar of some just and all-encompassing permissible whole. Direct bias refers to positions where an individual acted less genially established distinguishing traits, in the way that race, common, age, restriction, cult, or added shielded attributes (Larsen & Stasio, 2021). In many nations, anti-discrimination program societies survive to address and counter specific

instances. These legislations frequently circumscribe inclusive supplyings that manage illegitimate to distinguish in differing extents of growth, containing utilization, instruction, dwelling, and public aids. The “Equality Act” in the United Kingdom are outstanding legislation proposed to stop “direct bias” in extents like jobs, approach to merchandise and aids, and more.

### **Indirect discrimination**

In the UK, legislation to care against “indirect bias” is an important component of the permissible foundation that upholds the law of similarity and justice. Indirect bias happens when an apparently impartial procedure, practice, or administration has an excessively unfavorable effect on the group that established their preserved aspects, like race, gender, age, or restriction. One of the important legislations that addresses unintended bias in the UK is the “Equality Act 2010”. This inclusive standard supplies healthy protections against miscellaneous forms of bias, containing roundabout bias, across various extents of existence, like contracting, instruction, home, and the supplying of merchandise and duties (McKee *et al.* 2021). The Act sets clear guidelines for that reason, forms roundabout bias and places a responsibility on arrangements to resolve adaptations to tactics or practices that excessively influence shielded groups. Additionally, it empowers things to challenge aforementioned practices and inquire about remedies, while supporting a more all-embracing and impartial people in the UK.

### **Harassment**

Different behaviours such as intimidation, verbal abuse and bullying constitutes workplace harassment in an organisational setting. When you mistreat people because of their health condition, gender, race, etc., when they are at work, some people laugh at their walking or abnormal physical state. This is harassment, as contained in the UK Equity Act 2020 (Equality And Human Rights commission (2020)).

### **-Victimization**

Victimisation in the workplace is when an employee is treated unfairly following their complain of facing discrimination within the workplace. For example, when an employee tries to tell what happened or witnesses a case, the manager



suddenly changes and mistreats him. (Equality And Human Rights commission (2020)).

Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: You have explained why diversity and inclusion are important, but you haven't explained what they mean or how they differ from equal opportunities.

For your resubmission:

- Before your current narrative:
- Explain what is meant by diversity.
- Explain what is meant by inclusion.
- Explain how they differ from equal opportunities.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2.**
- For narrative you want ignored, please show this by using the strikethrough key so the text appears like this: ~~This will not contribute to your overall word count~~.

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new submission. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

:

Explain what diversity and inclusion mean and why they are important. (AC3.4)

**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 250 words**

Diversity in the workplace means the acceptance of all employees irrespective of their background. Diversity Increases creativity since different people from different backgrounds in one place can lead to unique ideas that can solve problems and increase the quality of the work. For example, in my workplace, we have employees from different countries and backgrounds, which lead us to think differently and see things from a different mindset. Moreover, it increases flexibility since dealing with different backgrounds leads to being more flexible in dealing with situations that occur at work. Plus, it improved the decision making since we have different viewpoints and experiences, so we outcomes with the right decisions that help the organization. For example, in our company, we have different backgrounds. When we have issues, we have meetings and listen to all members; the good things are different, experiences

have different views. Moreover, it improves the organization's reputation by expanding the talent pool since it can attract more well-qualified employees for recruitment.

**Inclusion in the workplace refers to the culture in which mix of people can work together comfortably while providing with equal access to resources and opportunities.**

Diversity and addition are fundamental laws that concern the acknowledgement and agreement of the singular conditions and views of things, however their qualifications, traits, or distinctness's. Diversity contains a broad range of attributes, containing but not restricted to race, sexual orientation, creed, restriction, and educational history, that help the rich curtain of human occurrences. Inclusion, in another way, goes further beyond absolute variety; it includes energetically forming surroundings where all things, however, their distinctness, feel costly, esteemed, and completely joined into differing facets of association, either in the business, instruction, or society. These laws are mainly for various reasons (Cooke *et al.* 2019). Firstly, difference and addition support novelty and artistry. When things from various qualifications meet, they lead to a type of views and plans that can bring about more direct logical and creative answers.

Secondly, they extend a friendly lawful environment and impartiality. By acknowledging and valuing the differentness of each individual, we can lower the fundamental bias and prejudice that can persist in associations. In addition, variety and addition reinforce the kind of accountable processes. Inclusive atmospheres strengthen open talk and the concern of various aspects, which results in further well-balanced and fair resolutions. Additionally, they upgrade agent vindication, date, and overall health, chief to raised output and more corresponding work surroundings. Ultimately, variety and addition are important for asserting a just and impartial people, place all things have an equal approach to time and can live their lives empty bias and bias. In essence, difference and addition are necessary not only for exclusive progress and comfort but also for the public and business-related progress of societies and democracies all at once. **Diversity and inclusion are different from equal opportunity because inclusion is about how well the employers accept those who are different from them with workplace diversity considering different perspective an opinion of different employees.**

Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: Your discussion around fair dismissal is accurate, but your section around unfair dismissal is not entirely accurate - the employee might know

For your resubmission:

- ~~Strike-through~~ your narrative about unfair dismissal.
- Carefully research then re-explain what unfair dismissal is. (make sure you cite your source)
- Give examples of when it would be unfair to dismiss an employee.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2.**
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

Explain the difference between fair and unfair dismissal. (AC3.5)

**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 250 words**

**Fair dismissal** means when the employee is terminated for good reason like his performance has been low for two years, so he did not meet the requirements of this position. Another reason is when employees engage in misconduct. Moreover, they cannot perform daily job tasks because of health conditions. For example, as I worked in performance management when the employee score below the expectation for two years can be a reason to terminate the employee.

**Unfair dismissal** means when the employee terminates without apparent and fair reason. For example, when the employee is forced to take leave without pay and does not know the reason. Moreover, when the employee terminates without any case. **An unfair dismissal occurs with an employer terminating an employee's contract without a valid and fair reason to do so. Facebook has been intertwined with the allegations of unfair dismissal where the company has the record of firing its employees without any valid reason.**

The prominence between fair and wrongful release lies basically in labour standards and enrolment rules in many nations. Fair release is mainly thought-out, expecting an authentic end of an agreement between an employer and

employee, while prejudiced release usually happens when a member's contract is stopped outside a judicious excuse or in breach of service societies (Collins, 2021). A fair release is regularly established for the right and reasonable reasons. These reasons can include an operator's weak accomplishment, impropriety, repetition, or failure to act on the task sufficiently. Employers usually need to understand a fair and legitimate process when rejecting a staff member, which frequently includes clear ideas, providing warnings if unavoidable, contributing the convenience for bettering, and uniting to settle guest procedures and processes.

Fair dismissals are frequently completed activities similar to labour societies and hiring contracts that rule the business connection, accompanying due concern likely to the rights and entitlements of the worker. Contrary, a wrongful release usually happens when an agent is stopped in theory and doesn't obey allowable or moral guidelines. This can contain illegal ends, places where the reasons for release are not right, or when a labourer forgets outside decent notice or rectification.

## References

**Please provide your full long reference list here. The Harvard method is preferable. Please refer to the guidance on the Learner HUB.**

- CIPD (2022). *CIPD / Working Hours & Time Off Work / Factsheets*. [online] CIPD. Available at: <https://www.cipd.org/uk/knowledge/factsheets/working-time-factsheet/>.
- CIPD. (n.d.). *CIPD / Flexible Working Practices / Factsheets*.

[online] Available at:  
[https://www.cipd.org/uk/knowledge/factsheets/flexible-working-factsheet/?\\_gl=1](https://www.cipd.org/uk/knowledge/factsheets/flexible-working-factsheet/?_gl=1).

- Citizens Advice (2020). *Indirect discrimination*. [online] [www.citizensadvice.org.uk](http://www.citizensadvice.org.uk). Available at: <https://www.citizensadvice.org.uk/law-and-courts/discrimination/check-what-type-of-discrimination-youve-experienced/indirect-discrimination/>.

Collins, H. 2021. An emerging human right to protection against unjustified dismissal. *Industrial Law Journal*, 50(1), 36-69.

Cooke, D. T., Olive, J., Godoy, L., Preventza, O., Mathisen, D. J., and Prager, R. L. 2019. The importance of a diverse specialty: introducing the STS workforce on diversity and inclusion. *The Annals of Thoracic Surgery*, 108(4), 1000-1005.

- Equality And Human Rights commission (2020). *Your Rights under the Equality Act 2010*. [online] Equality and Human Rights Commission. Available at: <https://www.equalityhumanrights.com/en/advice-and-guidance/your-rights-under-equality-act-2010>.

Gragnano, A., Simbula, S., and Miglioretti, M. 2020. Work–life balance: weighing the importance of work–family and work–health balance. *International journal of environmental research and public health*, 17(3), 907.

Larsen, E. N., and Di Stasio, V. 2021. Pakistani in the UK and Norway: different contexts, similar disadvantage. Results from a comparative field experiment on hiring discrimination. *Journal of ethnic and migration studies*, 47(6), 1201-1221.

Le, H., Newman, A., Menzies, J., Zheng, C., and Fermelis, J. 2020. Work–life balance in Asia: A systematic review. *Human Resource Management Review*, 30(4), 100766.

McKee, K., Leahy, S., Tokarczyk, T., and Crawford, J. 2021. Redrawing the border through the ‘Right to Rent’: Exclusion, discrimination and hostility in the English housing market. *Critical Social Policy*, 41(1), 91-110.



## *Task four – briefing paper (performance management and reward)*

In preparation for becoming the employer of three sales assistants, prepare a briefing paper to provide Jaspreet and Caroline with essential knowledge and understanding of performance management and reward. You need to ensure that your explanation includes:

- the purpose and components of performance management. (AC 4.1)
  - the main factors that need to be considered when managing performance. (AC 4.2)
  - different methods of performance review. (AC 4.3)
  - key components (financial and non-financial) that are required to achieve an effective total reward system. (AC 5.1)
  - the relationship between reward and performance, and the links to motivation. (AC 5.2)
  - at least **two** reasons for treating employees fairly in relation to pay. (AC 5.3)
- 
- Your evidence must consist of:
    - A written response, clearly responding to the six questions above.
    - Approximately 1500 words, refer to CIPD word count policy
    - **IMPORTANT NOTE: Use of secondary sources is not mandatory at this level.** If you use a secondary source you must include both long and short references. 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 Oakwood Learner Hub
    - Upload the completed Learner Assessment brief, with all 5 tasks completed, through the Assignments option in the Oakwood Learner Hub.

## Task Four – Briefing Paper Questions


1st Assessor grade: 1 M15

**1st Assessor comments:** You have misunderstood what is required here - these are components of performance management whereas we are looking for factors that affect performance.

**For your resubmission:**

- ~~Strike through~~ your answer.
- Explain 3 different factors that people professionals need to consider when managing team and individual performance.
- (you could consider: level of skill; level of motivation; availability of resources; effectiveness of leadership/management etc.)
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2.**
- For narrative you want ignored, please show this by using the strikethrough key so the text appears like this. This will not contribute to your overall wordcount.

**2nd Assessor grade:**

**2nd Assessor comments:**

**For your resubmission:**

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new submission. Please take the feedback carefully and make sure you make all the required revisions.

**3rd Assessor grade:**

**3rd Assessor comments:**

Explain factors that need to be considered when managing performance.

(AC4.2)

**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 250 words**

Performance management is the most important factor for the determination of the competence and the efficiencies of the employees. It has been supposed that with the inclusion of the effective choosing of



the strategies in the performance management is the first imperative. The first step in the process is to figure out the ***specific objective setting process***. Studies have shown that the goal setting procedures of the performance management has to be very much smart in essence (Kurdi and Alshurideh, 2020). Efficiencies of the goal setting or objective determination is depending on how these objectives are kept as specific, measurable, achievable, reasonable, and tangible. Employees are to be completely concerned over the mandate, vision and mission of the organization so that they would set the goals to be very much specific to these very aspects.

A great deal of importance has to be ascertained with respect to ***conducting different programs*** on the awareness improvement of the employees regarding the smartness in the goal setting procedures. This could be possible only when there is the specific work done in the direction of ***regular coaching process***. The coaching would enable them to be much more focussed to the works they are ascribed (Pham *et al.* 2020). It has to be remembered here that the management of the performance is very much linked with continuation process where there should not be conducting any sort of break in this directions. According to this, the isolation has to be detached from this process without any breakage of the appraisal process.

**Monitoring:** we monitor the performance of the employees the whole year, so in the mid-review, we make sure that the employees' tasks every day align with the objectives that they set at the beginning of the year and sometimes, at the mid-year phase, some employees add more objectives that they worked in and make good progress in.

Development planning and recognition are other factors for the performance management process. The development planning is concerned with the identification of the competence of the employees in formulating the planning process and thereby caters to the organizational growth (Richards *et al.* 2019). Lastly, the recognitions have been concerned with the periodic appraisals of the performances of the employees and discharging of the right and objective feedbacks in these directions.

Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: Your methods are sufficient, but your explanations are too brief to pass for some of your examples - you need to explain how and why they are used.

For your resubmission:

- ~~Strike-through~~ 'one to one with manager'. 3 examples are sufficient.
- Expand on mid-year review and coaching by explaining how and why they are used.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in red font for submission 2.
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount.

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

Explain different methods of performance review. (AC4.3)

**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 250 words**

In the current times, the performance appraisal methods have been supposed to be very much robust in essence as there is the inclusion of different tasks for the people working in a particular organization. As the work has been started to be very much variegated in nature the performance appraisal has to be taking into consideration of the different angles of the performance management process. As per the first method, the **Management by Objectives (MBO)** is supposed to be critical one which simply focuses on the measurement of the performances based on the series of set targets or goals assigned in their specific role plays (Ahmed *et al.* 2020). The fact is that the setting, planning, and controlling of the goals could have been done in the way of joint participation and the performance management is not difficult to measure in this respect as well. **Coaching is an important factor that helps the managers have one-to-one interaction with the employees for overcoming any issue or improve performance. It involves sharing experiences or knowledge regarding specific areas.**

Another most relevant method being applied in this direction is the **“Behaviourally Anchored Rating Scale” (BARS)** which takes into account the performance of the new coming employees through the use of the “well-defined behavioural patterns”. This is suggestive of the fact that conducting this very process the each employee of the organization could be rated successfully. In the recent times, the use of the Human resource accounting has been turned out to be very much trendy in the performance appraisal process (Sahoo *et al.* 2020). Through the use of this method, the knowledge, ability and motivation of the employees could be successfully measured with a view to understanding their implication in the way of the contributions to the organizational process. Along with this, it creates the good foundation for the measurement of the cost to the company of its employees against the overall income they make for it. Midyear reviews provide the opportunity for the employees and managers discuss progress and performance without waiting a full year for that evaluation purpose. Mid-year reviews are conducted through meetings an appraisal program.

Psychological appraisal is another most important process of the assessment that has to be used very judiciously in the way of assessment of the employees and their performances in these directions. This is a very innovative process of the conducting the appraisal process that takes into account about the future performance capability of the individual employees rather than his past counterpart. This assessment has the connotation for the understanding of the future outputs of the employees (Sassanelli *et al.* 2019). Based on this very particular understanding, the improvement of the identifications of the mental factors has been the most critical one.



Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: You give enough reasons here ~~but~~, but you also need to cite the relevant UK legislation to pass this AC.

For your resubmission:

- State the UK legislation that influences pay fairness.
- Ensure that you put the full title and the date.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in red font for submission 2.
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

Explain the **(two)** reasons for treating employees fairly in relation to pay.  
(AC5.3)

**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 250 words**

Explain **2 reasons why** it is important to treat people **fairly in relation to pay**.

Several reasons are there in the way of treating employees fairly in relation to pay and the organizational psychologists put more consideration for this in the current times in a much more linear fashion. The foremost reason for the positive treatment of the employees in terms of the pay check is that this would have the potential for the successful ***increase of their motivation in discharging their responsibility*** in doing the specific job they are particularly assigned in this regard. Motivation has been considered to be the one only driving force of the employees in the effective and proper discharges of their duties in the organizational spheres (Ali and Anwar, 2021). It has been the most critical to note that motivation has created the optimized form of the work culture for the employees in the long term. **The provisions of "The Equality Act 2010" influences and controls pay fairness within the UK (Legislation, 2023).** They are starting to be more accountable and responsible for their work and thereby their specific productivity has been increased to a very rapid scale in these directions.

In order to ensure the best effort from the employees in their respective role of job the fair treatment has been supposed to be the most pivotal one. The dedication to the job would be normally increased owing to this very particular factor. According to the business studies, the organizational performance as a very whole would be functioning in a very optimal attributions only when the employees are motivated and

directed to their specific works. Their sense of the pride for themselves would be increased and their commitment to the organization would equally be rising for the time being (Frye *et al.* 2020). Employees are the principle assets of the company and therefore on very means the management has to work on up-scaling their motivation, morale and commitment. Thus, fair treatment is the cornerstone for registering all these attributions of psychology.

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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.**

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## *Task five – fact sheet (learning and development)*

Jaspreet and Caroline envisage providing an induction and ongoing learning and development activities to their employees. They feel they would benefit from developing their knowledge of learning and development. You decide to prepare a factsheet for them.

Your factsheet should:

- Explain why learning and development activities are of benefit to the sales assistants **and** Clean Quarter Ltd. (AC 6.1)
- Describe different types of learning needs and reasons why they arise for the sales assistants **and** Clean Quarter Ltd. (AC 6.2)



- Summarise different face-to-face and blended learning and development approaches, including facilitation; training; coaching; and mentoring. (AC 6.3)
  - Explain how, in the design and delivery of learning and development initiatives, individual requirements and preferences must be accommodated. (AC 6.4)
  - Discuss at least **two** methods of evaluating learning and development and its impact. (AC 6.5)
- 
- Your evidence must consist of:
    - Fact sheet Approximately 1250 words in response to the 5 questions above, refer to CIPD word count policy
    - **IMPORTANT NOTE: Use of secondary sources is not mandatory at this level.** If you use a secondary source you must include both long and short references. 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 Oakwood Learner Hub
    - Upload the completed Learner Assessment brief, with all 5 tasks completed, through the Assignments option in the Oakwood Learner Hub.

*You could discuss increased skills and knowledge for transfer into work; enhanced behaviours; increase in effective communications*

### *Task Five – Fact Sheet Questions*

Criterion Feedback

1st Assessor grade: 1 M15

**1st Assessor comments:** You have not really understood what is required here. There is some discussion around retail software skills, but you have not properly explained enough examples here to pass.

**For your resubmission:**

- Although it has some merit it would be better to ~~strike-through~~ this response and start again.
- Give 2 examples of learning needs that might arise for sales assistants (e.g. learning a new procedure; learning a new law or regulation).
- Explain how and why these needs might arise.
- Give 2 examples of learning needs that might arise for Clean Quarter (e.g. training on a new organisational technology; training on a recent government legislation).
- Explain how and why these needs might arise.
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2**.
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount.

**2nd Assessor grade:**

**2nd Assessor comments:**

**For your resubmission:**

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment. Please read the feedback carefully and make sure you make all the required revisions.

**3rd Assessor grade:**

**3rd Assessor comments:**

## AC 6.1

Learning and development activity is an important component that has benefited the sales assistants and Clean Quarter Ltd. The company has invested in learning and development activities to help the employees in terms of improving efficiency, which will in turn enhance the productivity of the organisation. It helps the company to gain and retain top talent by giving proper training and development facilities (Mahmoud *et al.* 2020). The sales assistants are benefitted because of the learning and development activities launched by Clean Quarter Ltd. It also enables the company to give a proper induction to the employees, which will help them to streamline the work process and reduce time wastage.

From an employee side, learning and development play an important role in recognising self-weakness. As Clean Quarter Ltd. is a small start-up business in the market, it is extremely important for the company to give adequate training facilities to the employees in terms of gaining successive business growth (Lukanova and Ilieva, 2019). From an organisation side, it will benefit the organisation in maintaining work ethics and culture, promoting inclusiveness, reducing time and improving organisational efficiency. It helps the employee in gaining sufficient knowledge about the sales process of the business.

Describe different types of learning needs and reasons why they arise for individuals **and** organisations. (AC6.2)

There are different types of learning needs that are important for sales assistants and organisations to gain sustainable business growth in the market. These skills are described as follows.

**Customer service:** Strong customer service is an important learning need, which arises in the sales assistants and Clean Quarter Ltd. It helps the employees and organisation to provide quality plastic-free food products and cosmetic items to its customers (Tupas and Linas-Laguda, 2020)

**Time management:** Time management is also an important learning need that helps the sales assistants manage their time effectively while answering phone calls the customers and performing other duties of the organisation (Kane *et al.* 2021)

**Empathy:** Empathy is an essential learning skill that Clean Quarter Ltd. should implement in its business practices. It helps the sales assistants and other employees to imagine themselves in the position of the customer and provide quality assistance to them (Bozkurt, 2019)

**Product knowledge:** Good product knowledge is the key to achieving high sales growth in the market. It is very important learning for the sales assistants and the employees of Clean Quarter Ltd. to meet the demands of the customers (Shwartz-Ziv, R. and Armon, 2022)

**Problem-solving and interpersonal skills:** Problem-solving is an approach through which effective solutions are provided by the sales assistants to their customers.

Criterion Feedback

1st Assessor grade: 1 M15

1st Assessor comments: You have explained these 4 approaches sufficiently, but you must cover 5 approaches altogether to pass.

For your resubmission:

- Summarise online learning as your 5th example. What are its main features? When is it an appropriate learning intervention?
- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in red font for submission 2.
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not contribute to your overall wordcount.

2nd Assessor grade:

2nd Assessor comments:

For your resubmission:

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to complete a whole new assignment. Please read the feedback carefully and make sure you make all the required revisions.

3rd Assessor grade:

3rd Assessor comments:

Summarise different face-to-face and blended learning and development approaches including (AC6.3):

Online learning is becoming one of the important learning interventions as it is associated with the enhancement of learning outcomes among the students. User friendly interface, gamification and Asynchronous learning are some of the important and helpful features of online learning that encourage the learners to be involved with a collaborative learning environment. Learners find it beneficial to have access of the resources based on their convenient time through online learning activities. Moreover, online learning can be a very important learning intervention for the learners while the physical classrooms are compelled to remain closed due to environmental threats or natural disaster.

There are four different blended learning approaches that help employees explore different experiences in the organisation. The different blended learning approaches are discussed as follows. The Flex model provides traditional face-to-face instruction with online learning activities. It is an effective blended learning approach that helps the sales assistants seek more knowledge depending on their needs. The rotational model is also an important blended learning approach that Clean Quarter Ltd. can implement in terms of rotating the learners through different learning environments like small group instructions, teacher-led activities

and several other online learning tasks (Albiladi and Alshareef, 2019). This is a model that allows learners to customize their learning experiences by selecting a wide range of activities from both online and face-to-face settings. This model is quite effective for new start-ups to give personalized and self-paced instructions to their employees. This model connotes the introduction of technology in the learning activities. The virtual model refers to video conferencing or chat rooms, which can be used by the learners to supplement existing instructional materials.

These blended learning approaches in a way help the organisation to give adequate training facilities to its employees in terms of exploring knowledge. These approaches also help the organisation to provide coaching and mentorship to its employees, which will in turn contribute to the successive business growth of the organisation.

#### Criterion Feedback

**1st Assessor grade:** 1 M15

**1st Assessor comments:** You explain different learning styles and how these can be accommodated in the design and delivery of learning examples to pass. You briefly mention gender but we are not entirely sure what you mean here as it's not detailed enough.

**For your resubmission:**

~~Strike through your brief sentence about gender.~~

~~Explain 1 more individual preference or requirement (e.g. religious or cultural; disability etc.)~~

**Explain how this preference could be accommodated in the design and delivery of learning.**

- Do NOT remove any of the previous narrative. We MUST be able to see your previous submission work.
- Please add new narrative in **red font for submission 2.**
- For narrative you want ignored, please show this by using the strikethrough key so ~~the text appears like this~~. This will not count towards wordcount.

**2nd Assessor grade:**

**2nd Assessor comments:**

**For your resubmission:**

- Please note you only have 1 more submission available. If you do not achieve a pass on your next submission you will be required to re-assign the assignment set by the CIPD. You must read the feedback carefully and make sure you make all the required revisions.

**3rd Assessor grade:**

**3rd Assessor comments:**

Explain how individual requirements and preferences must be accommodated in the design and delivery of learning and development. (AC6.4)

Gender refers to the social construct highlighting the characteristics of women, girls, men, and boys. Therefore, it includes the roles, behaviours and norms associated with being boy, girl, men, or women. Disability is the example where individual requirements for learning changes as per the need. For example, person with disabilities tend to require extra support through learning accommodations that are tailored according to their needs. Therefore, the design and delivery of learning can be modified through administrative probes to help them with their learning activities. There are different employees in the organisation that require different learnings and at the same time, they have to perform their roles and responsibilities in the organisation (Suartama *et al.* 2019). The organisation can use a mix of online and offline, synchronous and asynchronous, individual and collaborative and various passive learning activities, which fulfil the individual requirements of the employees.

Moreover, assessing the learners' needs and preferences will help the organisation to know the strengths and weaknesses of the learners by understanding their knowledge base and efforts. Clean Quarter Ltd. can also bring various methods of learning into their organisation like surveys, interviews, focus groups and data analytics, which are some of the effective tools for understanding the employees (Shwartz-Ziv, R. and Armon, 2022). Providing adequate feedback with effective learning and development will help the organisation and sales assistants meet the demands of the customers and achieve successive business growth in the market.

## AC 6.5

There are several methods through which Clean Quarter Ltd. can evaluate the learning and development of the employees. Two effective ways of evaluation can be discussed as follows.

***Assessing performance levels:*** It is important for the organisation to assess and analyse the performance level of the employees in terms of understanding how effectively employees have gained knowledge through learning and development (Castro and Tumibay, 2021). It will also help Clean Quarter Ltd. to provide quality assistance to the sales assistant by increasing the horizon of the knowledge base.

***Creating formal skills assessments:*** The company can create a formal skill assessment to seek the performance level of the employees. All the employees have to perform this skill assessment to know their knowledge levels and take the benefit of solving their doubts by experienced professionals.

## Impact

These two ways will be very effective for Clean Quarter Ltd. to evaluate the learning and development of its employees and understand the basic flaws associated with the programs. Through effective evaluation and assessment, the employees will gain high knowledge about sales and business proceedings, which will in turn contribute to successive business growth in the organisation.

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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.**

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