

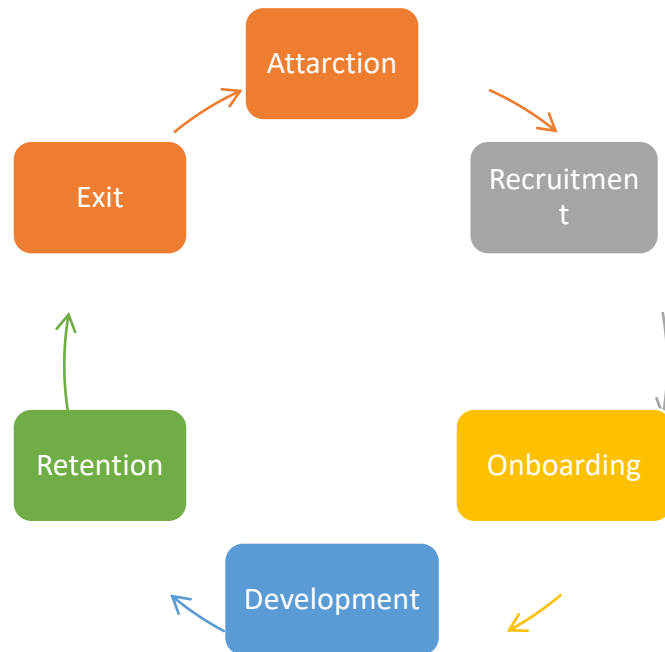
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## Task 1

(AC 1.1)

### Diagram: (Employee Life cycle)



At **Jemijo**, people professionals play an important role in every stage of the employee lifecycle. It starts from Attraction of employees from the job market, then Recruitment process begin for employee, then onboarding in the company, development of required skills in employee, then retention and lastly employee exit from company. The role of people professionals in each stage is further discussed below:

**Attraction:** In this stage, people professionals can market Jemijo's reputation as employer of choice by industry workers by showing how it values their employees by providing flexible working, career growth and many more benefits. HR professionals can also attract talented pool of candidates by promoting diversity at workplace because talented employees find diversity in workplace attractive (Redman, 2019).

**Recruitment:** In this stage, people professional can make sure all hiring processes are fair and open to everyone. Also, they can write clear job advertisements for customer service and support roles, showing what skills and values Jemijo needs at work in specific roles. Using social media people professional can also help Jemijo reach more candidates (Beardwell, 2021).

**Onboarding:** in this stage, when a new employee join company, then it is the role of HR to give them a warm welcome through training, mentoring, and support. This helps them understand Jemijo's values and service standards before they start dealing with customers.

**Development:** in this stage, people professionals can organise training to build communication and problem-solving skills, especially for the department of call centre and customer claims because these trainings will help them deal customers effectively (CIPD, 2024).

**Retention:** Offering flexible work options, wellbeing programmes, and recognition awards can retain employees with company as these retention strategies will help them in making work life balance.

**Exit:** HR can conduct exit interviews to understand why employees leave and use that feedback to make changes at workplace.

Finally, by supporting each stage, HR helps Jemijo from attracting to exit interview of employees.

(AC 1.2)

At **Jemijo**, job analysis is an important step before hiring a new **claims handler** in the call centre. It means carefully looking at what the job involves, such as daily tasks, responsibilities, and the skills needed to do the work well (Bratton, 2022).

Firstly, by doing a job analysis means HR at Jemijo can find out exactly what the claims handler's role includes like answering calls, checking policy details, recording claims, and helping customers to resolve their issues quickly and politely. Conducting job analysis also helps create a "**clear job description**" that shows the responsibilities, duties, and requirements of a specific job with working hours, and reporting structure. It also make sure the role aligns the objective of company, for Jemijo's it is focus on quality customer service (Rees, 2021).

Secondly, the job analysis helps in the development of "a person specification," which describes the qualities of a person doing a job like: knowledge, skills, abilities and experience required to do the job. Additionally, a claims handler at Jemijo may be required to have strong communication skills, empathy, patience, and attention to customer details. Lastly, a claims handler should also be able to maintain "calm behaviour" when dealing with customers who are irritated or stressed by the product and want a claim (CIPD, 2025).

Overall, job analysis helps Jemijo write clear job description. Which makes recruitment accurate, helps attract the right people at the right place, and improves staff performance and satisfaction.

### (AC 1.3)

At **Jemijo**, job vacancies for call centre roles are advertised on the **company website** and on **commercial job boards**. These two methods help the company reach a wide range of people with the right skills.

#### **Company website:**

Jemijo uses job advertisements on its website to promote its culture, values, and career opportunities. Potential candidates who visit the site are usually interested in working for Jemijo and they understand its culture which focus on customer care. Additionally, company website can share clear information regarding the job role such as: working hours, pay, and hybrid options if available for employees. Company website also helps create a professional image that attracts applicants who value stability and growth (Dessler, 2020).

#### **Commercial job boards:**

Jemijo can reach a larger group of job-seekers or job hunters, when posting jobs on online commercial job boards like Indeed, Reed and many other websites. Many job hunters looking for customer service or call centre jobs use these platforms because they are easy to access and compare job openings in the industry. Also, HR can use job

boards to filter candidates and find those with strong communication or claims-handling skills and experience (CIPD, 2022).

Finally, Jemijo can use both methods as they both are cost-effective, quick to update for company and it would be available to job hunters 24/7. By using these methods, Jemijo can also support equal opportunity by giving everyone the same access to information and applications (SHRM, 2022). These can also help Jemijo attract reliable and customer-focused employees to maintain its high service standards.

(AC 1.4)

At **Jemijo**, the job advertisement on the company website are likely to look different from those posted on commercial job boards. This happens because each platform has a different audience and purpose.

Firstly, the advertisements on Jemijo's website can tell potential candidates about company work culture, norms, and employee value at organisation. The advertisement on website can also include details about the company's culture, flexible working, training opportunities, and the companies focus on great customer service. Additionally, potential candidates who visit Jemijo's website are interested in joining the company, so these details work well for someone who visits websites (Acas, 2023).

Whereas, if company uses the "**commercial job boards**" like Reed or Totaljobs which are especially designed for job seekers for hunting the jobs. The advertisements on commercial job boards also use keywords like: "claims handler" or "customer service" in search bar results because job hunters search jobs by using keywords. The advertisements on job boards also use things such as: "job title, pay range, working hours, and company location and other benefits like flexible work hours to grab quickly attention from potential candidates (CIPD, 2022).

Overall, Jemijo changes its advertisement content as per the website they use like: the website builds the company's image and attracts candidates who want to grow in the company, whereas organisations use job boards which help reach a wider audience faster.

#### (AC 2.1)

At **Jemijo**, using **structured interviews** and **assessment centres** is an effective way to choose the right people for call centre jobs. These methods help the company find employees who can give great customer service and handle busy, stressful situations.

Firstly, a **structured interview** means all candidates are asked the same questions in the same way using real life examples and then the interviewer use their response to judge candidates. These structured interviews are designed in a way that makes the process fair and easy to compare, so using this will help Jemijo focus on important skills of candidates such as: communication, problem-solving, and teamwork (Robinson, 2021).

Secondly, an **assessment centre** is a interview method used by many organisations that show candidates what they can do through tasks like: group discussions, role plays, or short tests. For Jemijo, this could include a mock phone call with a customer or a teamwork exercise. It gives a better idea of how well someone listens, stays calm, and works with others (Stone, 2020).

By using both methods, Jemijo can make fairer hiring decisions and choose people who fit the company's values and can give customers a positive experience.

#### (AC 2.4)

At **Jemijo**, keeping clear and accurate records from structured interviews and assessment centres is essential. These records show that recruitment decisions are fair, transparent, and lawful. They also help protect the company if a candidate requests feedback or raises a complaint.

The first set of records that Jemijo should keep are **application forms and CVs**. These documents show who applied, who was shortlisted, and why. Keeping them for six to twelve months helps the company prove that fair and consistent shortlisting was followed (Kanyabwira, 2024).

Next are **interview notes and scoring sheets**. These include the questions asked, the scoring criteria, and how each candidate performed. In Jemijo's call centre roles, this might include rating communication skills, problem-solving, and empathy. Keeping these records shows that hiring decisions are based on merit, not bias (Wingate, 2024).

At the assessment centres, Jemijo should retain **test results, group exercise feedback, and observation forms**. These help assess real-world abilities such as teamwork and handling customer issues effectively (Jackson, 2024). The data collected supports evidence-based decision-making and improves the reliability of selection outcomes.

Finally, Jemijo should keep **right-to-work checks, reference details, and consent forms** to meet legal and compliance requirements. All records must be stored securely, with limited access, and deleted once they are no longer needed. Proper record management helps Jemijo maintain a professional, fair, and legally compliant recruitment process.

(AC 2.5)

## **Letter of Appointment – Template**

### **Jemijo Insurance Ltd**

12 Greenway Business Park  
London, SW1A 2AB

**Date:** [Insert Date]

**Dear [Candidate Name],**

We are pleased to offer you the position of **Customer Service Advisor** at Jemijo Insurance Ltd. Your employment will begin on **[Start Date]**, and your annual salary will be **£25,000**. You will report to **Mark Edwards, Call Centre Manager**, and your working hours will be **37.5 hours per week, Monday to Friday**.

Attached to this letter is your employment contract and key company information. Please read these documents carefully. To accept this offer, sign and return the contract by **[Return Deadline]**.

If you have any questions, please contact us at **hr@jemijo.co.uk** or call **0203 555 7890**.

We look forward to welcoming you to the team.

**Kind regards,**

Emily Parker

HR Officer

Jemijo Insurance Ltd

### **Review of the Letter of Appointment**

The appointment letter is clear and provides all essential details such as the job title, start date, working hours, reporting manager, and salary. These elements should be kept because they give the candidate a full understanding of the role and meet basic employment requirements. The polite and welcoming tone is also useful, as it supports a positive onboarding experience. I would keep the inclusion of attachments and the return deadline because they guide the candidate on the next steps. I would improve the letter slightly by adding contact details and mentioning any required pre-employment checks to avoid confusion later.

### **Letter of Non-Appointment – Template**

**Jemijo Insurance Ltd**

12 Greenway Business Park

London, SW1A 2AB

**Date:** [Insert Date]

**Dear [Candidate Name],**

Thank you for applying for the role of **Customer Service Advisor** at Jemijo Insurance Ltd. We appreciate the time and effort you spent on your application and interview.

After careful consideration, we regret to inform you that you have not been selected for this position. This decision was made after reviewing all applicants fairly.

If you would like feedback on your application, please contact us at **hr@jemijo.co.uk**.

We encourage you to apply for future vacancies and wish you success in your career.

**Kind regards,**

Emily Parker

HR Officer

Jemijo Insurance Ltd

### **Review of the Letter of Non-Appointment**

The non-appointment letter is polite and respectful, which helps maintain a positive relationship with the applicant. I would keep the opening thank-you message, as it recognises their effort. The letter clearly states the outcome, which is necessary for transparency. I included a contact email for feedback, and I would keep this because it supports fairness and allows candidates to learn from the process. The encouragement to apply again is also helpful. One improvement I would make is adding a short reassurance that the decision followed a fair and consistent selection process, while still keeping the letter brief and professional.

Evidence and Reference of the AI Tool: This template was generated using ChatGPT (AI tool), and the screenshot provided demonstrates its use.



## Task 2

### TASK TWO Person specification template

## Appendix A – Job description

The following job description was produced by adapting the job description template produced by Acas (available at <https://www.acas.org.uk/job-description-templates>).

<b>Job title</b>	People Assistant
<b>Reporting to</b>	People Manager
<b>Main purpose of job</b>	Support the People team in all areas of the employee lifecycle
<b>Key tasks</b>	<ol style="list-style-type: none"><li>1. Provide professional and confidential people support and administration across the full range of people activity.</li><li>2. Accurate input and maintenance of data in the HRIS. Generate reports as required.</li><li>3. Respond to routine queries in the shared people inbox, allocate other emails to people advisors.</li><li>4. Support recruitment and selection activities by liaising with candidates and managers, advertising vacancies, setting up interviews and assessment centres, completing pre-employment checks, sending out offer packs, monitoring and supporting onboarding, confirm or extend staff probations.</li><li>5. Support employment relations activities by liaising with staff and managers, setting up disciplinary and grievance investigations, hearing and appeal meetings. Act as note taker as required.</li><li>6. Support reward activities by accurately calculating pay, annual leave and other contractual entitlements. Support job evaluation activities.</li><li>7. Support payroll activities by the timely and accurate processing of payroll information.</li><li>8. Ensure maintenance of confidential and or sensitive staff information in line with data protection legislation.</li><li>9. Support project work as required.</li><li>10. Undertake any other duties related to the main job purpose, as required.</li></ol>

## Person specification template

Post title: People Assistant	
Essential	Desirable
Knowledge and qualifications	
<p>Good general education including GCSEs (or equivalent) in English and Maths.</p> <p>Basic knowledge of people practices, HR processes or employment legislation gained through study or workplace exposure.</p>	<p>CIPD Foundation Certificate in People Practice or working toward it.</p> <p>Degree or higher-level qualification in Human Resource Management or a related field.</p>
Experience	
<p>Experience providing administrative support in a customer-focused or office environment.</p> <p>Experience handling confidential information accurately and responsibly.</p>	<p>Experience supporting HR tasks such as recruitment administration, drafting letters, or maintaining records.</p> <p>Experience using HR or data management systems, or producing reports from collected data</p>
Skills and competencies	
<p>Strong communication skills with the ability to handle queries professionally.</p> <p>Good IT skills including confident use of email, Word and Excel, and accurate data entry</p>	<p>Ability to analyse data and present information clearly.</p> <p>Ability to prioritise multiple tasks and manage time effectively in a busy environment.</p>

<b>Personal qualities</b>	
<p>High level of organisation and attention to detail.</p> <p>Respectful, reliable and able to work discreetly with sensitive information.</p>	<p>Ability to build positive working relationships with colleagues, managers and external contacts.</p>
<b>Other</b>	
<p>Understanding of the importance of data protection and confidentiality in people practice.</p>	<p>Flexibility to adapt to new systems or processes.</p>

**Shortlisting (selection) matrix for multiple candidates – template**

<b>Job Title:</b> People assistant	<b>Example scoring method</b>					
	0 = does not mention criteria at all					
	1 = mentions criteria but no evidence/examples					
	2 = mentions criteria and gives weak example(s)					
	3 = mentions criteria and gives some good examples					
<b>Applicant Names ►</b> <b>Person Specification Criteria ▼</b>	001	002	003			
<b>Qualifications/Knowledge</b>						
<b>Essential:</b>						
Good general education including GCSEs (or equivalent) in English and Maths.	3	3	2			
Basic knowledge of people practices, HR processes or employment legislation gained through study or workplace exposure	2	3	2			
<b>Desirable:</b>						
CIPD Foundation Certificate in People Practice or working toward it.	3	1	1			
Degree or higher-level qualification in Human Resource Management or a related field.	1	3	0			
<b>Experience</b>						
<b>Essential:</b>						
Experience providing administrative support in a customer-focused or office environment.	3	0	3			
Experience handling confidential information accurately and responsibly.	3	1	3			
Experience supporting HR tasks such as recruitment administration, drafting letters, or maintaining records	1	0	3			

Experience using HR or data management systems, or producing reports from collected data.	1	2	1			
<b>Skills and competencies</b>						
Essential:						
Strong communication skills with the ability to handle queries professionally.	3	2	2			
Good IT skills including confident use of email, Word and Excel, and accurate data entry.	3	2	2			
Desirable:						
Ability to analyse data and present information clearly.	2	1	1			
Ability to prioritise multiple tasks and manage time effectively in a busy environment.	2	1	3			
<b>Personal qualities (these are usually addressed at interview rather than as part of the application process)</b>						
Essential:						
High level of organisation and attention to detail.	3					
Respectful, reliable and able to work discreetly with sensitive information.	3					
Desirable:						
Ability to build positive working relationships with colleagues, managers and external contacts	2					
<b>Overall score</b>	<b>35</b>	<b>19</b>	<b>23</b>			

**Justification statement (compulsory to complete: Detail which candidate will be taken through to the interview stage by summarising why):**

Applicant 001 has been shortlisted to undergo the interview process based on the person specification criteria, and the details presented in the application forms. Applicant 001 has a good general education with GCSEs in English and Maths, three A-levels and a CIPD Foundation Certificate in People Practice, which meets the essential and desirable requirements. Applicant 001 demonstrates a good knowledge of HR practices and employment laws, providing practical examples of data confidentiality and understanding of data protection.

In terms of experience, Applicant 001 has three years of work experience in a customer-oriented place as a call centre agent with Downtown Insurance Group. The job description included dealing with confidential documents, answering customer questions, and keeping well informed on the latest products and this fits the necessary requirements. Applicant 001 possesses strong communication skills, IT skills, precision in data entry and attention to detail in skills and competencies. Personal attributes like organisation, reliability, and discretion also contribute to his suitability for the People Assistant position.

Applicants 002 and 003 were not shortlisted. Applicant 002 has a good academic background and he does not have any practical experience related to HR or administration in the workplace. Applicant 003 has experience in administration, but has minimal HR knowledge and is yet to achieve any formal HR qualification. Both of them lacked enough evidence of working with confidential information or applying HR knowledge a workplace setting. As such, applicant 001 had the highest score and was deemed as the ideal applicant to be shortlisted to undergo the interview process.

## AC 2.3

**Interview recording:**

### Interview Matrix - template

<b>Department: Human Resource Management</b>					
<b>Job title: People Assistant</b>				<b>Job reference number: 001</b>	
<b>Interview panel member (Insert your name):</b> Raneem Ayaz	<b>Example scoring method</b>				
<b>Candidate Name (Applicant 001):</b>	0 = does not answer question at all 1 = unable to give specific answers/examples, uses theoretical examples 2 = answers question and gives weak example(s) 3 = answers question and gives some good examples				
<b>Interview Question</b> <b>based on person specification criteria:</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>Comments</b>
<b>Introduction:</b> The interview began with a warm greeting of the candidate and a short introduction of myself. I described the objective of the interview and provided a background of Jemijo while also highlighting				X	<b>Candidate Introduction:</b> The introduced himself with confidence and seemed relaxed and enthusiastic throughout the introduction. He showed a strong interest in the role, supported by prior research into Jemijo's operations. During the introduction, he highlighted his educational background in HR and outlined his professional experience,

<p>its key functions. I also informed the candidate that the interview would be conducted in accordance with the UK Data Protection Act to ensure that all personal information would be handled securely and confidentially.</p>				<p>which spans over three years, demonstrating both relevant knowledge and practical expertise in the field..</p>
<p><b>Question:</b> The People Assistant role requires someone who is flexible, which aligns closely with our values and organisational culture. Could you share examples from your previous experience that demonstrate your flexibility in the workplace?</p>			X	<p><b>Candidate Response:</b> The candidate referred to his experience at two different organisations and provided a satisfactory answer by illustrating how he has demonstrated flexibility in previous roles.</p>
<p><b>Question:</b> Could you describe some of the tasks you have handled in your previous roles that are relevant to this position, keeping in mind that this is a hands-on role?</p>			X	<p><b>Candidate Response:</b> The candidate demonstrated exemplary hands-on skills relevant to the People Assistant role. He explained that in his previous workplace he was involved in the recruitment of new staff, planning departmental training, maintaining HR records, and supporting the delivery of employee welfare activities</p>
<p><b>Question:</b> How do you handle lots of tasks? And how does he think he manages perfectly</p>			X	<p><b>Candidate Response:</b> The candidate demonstrated strong approach towards handling various tasks because he said that he takes big projects and divides them into smaller, manageable tasks that can be traced down to completion. He further emphasized on his project management software to effectively monitor progress and track progress and ensure timely completion.</p>

<b>Question:</b> Do you have experience doing things like training or helping new workers? particularly given that some employees work in a hybrid setup?				<b>Candidate Response:</b> The candidate stated responded that she has provided numerous onboarding through planning trainings and providing essential guidance to new employees
<b>Question:</b> How did you make sure the information was shared securely?			X	<b>Candidate Response:</b> The candidate demonstrated that working under pressure is not a problem as she could attend three training sessions and provide reports on the same within a week. This is achieved through planning and communication.
<b>Question:</b> What do you want to learn in this job, and where do you see yourself in a few years?			X	<b>Candidate Response:</b> The candidate stated that he inspires to understand and learn within a large company
<b>Closing remarks.</b>			X	<b>Candidate Response:</b> The candidate asked a question relevant to the organisation and there was a warm closing remarks
<b>Select reason: 1. Appointable 2. Not Appointable</b>				

**Justification statement:** During the interview, he showed appropriate hands on HR experience, good organisation and a clear understanding of the responsibilities of the People Assistant. Applicant 001 was told that the interview was positive and that he had been extended an offer to work in Jemijo as the Peoples Assistant. He was provided with details of his reporting day and instructed on the documents he would need to bring on his first day.

## Task 3

### (AC 3.1)

It is very important for **Jemijo** to take care of its employees especially those employees who are working on the “24/7 emergency claims hotline” to have enough rest between shifts and to make sure that they do not work too many hours as it is required by law which protects employees’ health and performance.

Under the “**Working Time Regulations 1998**” it is guide that the workers should not work more than an average of **48 hours per week** until they choose it themselves or they are being paid defined overtime for it. The employees must have at least **11 hours of rest** between working days and there should be **one full day off each week** (Legislation.gov.uk, 1998).

If Jemijo’s hotline staff would work long or irregular hours without any rest then the employees might feel physical exhaustion and stress which can decrease their concentration and productivity levels. Lower concentration and productivity can lead to mistakes when handling urgent customer claims such as car breakdowns or home emergencies which can affect both customer safety and satisfaction (Williams, 2020).

Making sure staff have proper rest also supports equality and fairness at work. Employers have a legal duty under the **Health and Safety at Work Act 1974** to protect their employees’ health and wellbeing (HSE, 2022). By following these laws, Jemijo shows care for its people, reduces absence rates, and maintains a safe, supportive working culture.

### (AC 3.2)

**Wellbeing** means how much employees are happy, healthy, and comfortable in their personal and professional lives. Employee wellbeing includes both physical and mental health such as how satisfied employees feel at work and in their personal lives (CIPD, 2023). When employees have good wellbeing then they are able to perform better and have lower stress levels which keep them motivated.

At **Jemijo’s call centre**, wellbeing plays a very crucial role because the nature of work can be stressful. Employees have to deal with customers who might be upset or worried about things

such as car accidents, home damage, or emergencies. Without any good support from the organization the employees might feel tired, anxious, or unhappy which can lead to mistakes, low motivation, or time off work.

When Jemijo would support their employee wellbeing then it would help everyone. Employees would feel that they are being valued in the organization so they would be more positive, focused, and ready to help customers (Robertson, 2021).

The organization can support wellbeing through different ways such as by giving staff regular breaks, offering flexible working, and encouraging open talks about mental health (Grant, 2021).

In short, wellbeing is about helping people feel good and work well. For Jemijo, taking care of call centre staff means happier employees, better teamwork, and a safer, more productive workplace.

### (AC 3.3)

Henry, who is a call centre manager at Jemijo, wants to advertise vacant position at the organization only for candidates who are aged 18 to 21 in order to bring in younger employees in the organization. While his idea might come from the desire of having a young and energetic team but this approach would create legal issues based on **age discrimination**.

In UK, the **Equality Act 2010** protects employees from being treated unfairly based on their personal traits such as age, gender and other protected characteristics (Acas, 2025). By limiting job vacancies to only specific age group, Jemijo would be excluding candidates which are from other age groups even though having the required skills and experiences. This would be classed as **direct discrimination**, which means treating someone less favourably because of their age.

The **CIPD (2024)** explains that organizations should be focused on job adverts which are based on skills, abilities, and personal qualities instead of personal traits such as age. For instance, Jemijo can look for candidates who are “friendly, good communicators, and able to work under pressure” as this would be an inclusive job advert which does not discriminate based on age and gender (CIPD, 2021).

Having an age-diverse team can be beneficial for Jemijo's customer service team as older employees have a ton of experience and patience. Whereas, on the other hand younger employees can offer fresh ideas and enthusiasm (Posthuma, 2018).

By following fair recruitment practices, Jemijo can avoid legal problems, protect its reputation, and build a workplace that values everyone equally.

(AC 3.4)

Diversity and inclusion are two related ideas but they have different concepts. **Diversity** stands for having employees from a range of backgrounds like different ages, genders, ethnicities, religions, and abilities. Diversity is about recognising and valuing these personal different and accepting them in a team. Whereas, on the other hand, **Inclusion** means creating an environment in which everyone feels respected, supported, and is able to contribute equally (CIPD, 2020).

At Jemijo's call centres, both diversity and inclusion would play a significant role as organization serves millions of customers who are from different backgrounds and needs. A diverse workforce means employees would be able to bring different ideas, perspectives, and problem-solving approaches in the organization. For instance, employee from a minority background might be able to better understand and relate to customers who share similar background thus improving communication and customer satisfaction (Oswick, 2020).

Whereas, diversity alone is not enough because inclusion ensures that every employee at Jemijo should feel that they are important part of the team regardless of their position and job. When employees feel that they are included and respected then they are more motivated, loyal, and engaged in their jobs (Shore et al., 2018).

By promoting diversity and inclusion, Jemijo also meets its legal duties under the **Equality Act 2010**, which protects employees from discrimination. More importantly, it helps build a positive, supportive, and fair workplace that benefits both employees and customers.

### (AC 3.5)

Henry's plan to dismiss Megan immediately is based on the reason that she was swearing at a customer but it is likely to be seen as **unfair dismissal**. In UK, employees who have more than two years' continuous service such as Megan have legal protection against unfair dismissal of any kind (Barrow, 2025). So in that case calling her into a meeting and dismissing her would not be in line with the legal laws and regulations.

A fair dismissal process would require a structured approach. Jemijo should first **investigate** the issue and gather the evidences in order to make sure about the incident. After the investigation, the professionals would need to conduct a **formal meeting** which would allow Megan to explain her side of the story. After carefully considering the findings, Jemijo might issue a **warning, provide additional training, or take other disciplinary actions** instead of directly dismissing her immediately until and unless the nature of misconduct is extremely serious (Collins, 2022).

Henry's approach does also skips the importance of **documentation and follow-up** in the process. There should be proper records of disciplinary meetings, evidence, and decisions which is very much crucial to demonstrate fairness and protect the organization legally if the dismissal is challenged in any court of law (Barrow, 2025).

If Jemijo would be following a fair dismissal process then they would ensure that there decisions are reasonable, consistent, and legally compliant. This would also increase employee trust because employees would be able see that the company handles disciplinary matters fairly and transparently.

## Task 4

### (AC 4.1)

Performance management is one of the way through which organisations evaluate how their employees are doing the job and if the performance is helping the organization in meeting business goals. There are three main activities of performance management such as “setting objectives, improving performance, and holding people to accountable” (Armstrong, 2019). At Jemijo’s call centre, implementing performance management would help employee work better and provide excellent customer service.

**Setting objectives** means that the employees are given clear objectives which they should complete. In the case of Jemijo, the employee objective could be answering a certain number of calls per day, solving certain number of customer queries or keeping high customer satisfaction scores. Clear objectives would help the employees in understanding the expectations which the management have from them (Biron, 2021).

**Improving performance** is about assisting the employees in performing better in their jobs. At Jemijo, this might include providing training to the employees in their weak areas so that they can overcome their weakness and perform better such as training on handling frustrated customers, using computer systems effectively, or improving communication skills. (Brewster, 2020).

**Holding people to account** means the people professionals should check that if the employees are meeting the objectives which are set for them. Managers at Jemijo would be monitoring different metrics such as call times, the quality of customer interactions, and following company procedures. If performance of employees is lower than the expectations then managers can provide guidance to them along with extra support (Armstrong, 2019).

Using all three activities together helps Jemijo keep staff motivated, skilled, and effective. It also improves teamwork, reduces staff turnover, and ensures customers get good service.

#### (AC 4.2)

The performance of call centre staff at Jemijo would mainly depend on two things such as **skill** and **motivation** as these both would affect how well employees are able to help customers and meet organizational goals.

**Skill** means the knowledge and abilities which the employees need and have to perform the job. At Jemijo, call centre employees would need skills such as communication, understanding of production and grip on call centre software. If staff have strong skills then they would be able to answer customer questions quickly, resolve their issues, and stay professional while interacting with the customers. If employees would not have the necessary skills then they would make mistakes, take longer to handle calls, and customers may feel unhappy (Brewster, 2020).

**Motivation** is about how much employees are willing and eager to do their work. Motivated employees are more focused, helpful, and ready to go the extra mile in order to resolve the customer's issues. At Jemijo, motivated employees would be more likely to learn about new procedures and adapt to changes quickly. Whereas, low motivation can cause poor attendance, disengagement, and lower performance (Armstrong, 2019).

Skill and motivation work together to achieve the exceptional results. Even skilled staff may not perform well because they are not motivated to work in the job and on the other hand motivated employees might struggle to perform because they do not have the necessary skills to perform the job. By providing training, coaching, and support, Jemijo can ensure that employees have both skills and motivation.

#### (AC 4.3)

At Jemijo's call centre, employees get an **annual appraisal** each year. This approach is mostly useful in different organization but having **continuous reviews** throughout the year would be more helpful for the employees.

The major benefit would be getting **timely feedback** as call centre staff handle multiple customer calls and face different problems every day so in that situation instead of waiting for a year to give feedback and guiding the employees; it would be a better approach to give them

continuous feedback whenever necessary because it would quickly resolve issues and improve their performance (Giamos, 2024).

Continuous reviews would help the employees in remaining **motivated and engaged**. Short, regular conversations shows the employees that their performance is being noticed in the organization. For instance, if a call handler at Jemijo handles is facing a difficult claim well then an immediate recognition can boost his confidence and morale. Research shows through regular feedback professionals can keep employees motivated and it can reduce turnover (Vuong, 2022).

One of the other advantage would be **flexible goal setting**. Jemijo's call centre may face changes in call volumes, customer needs, or systems so in that case continuous reviews would allow the managers to adjust the employee targets accordingly so that employees can steer their efforts in the right direction to manage the overall output of the organization (Deloitte, 2025).

Annual appraisals still have value for formal discussions about pay and long-term development. But using more continuous reviews helps Jemijo's staff improve skills, stay motivated, and provide better service. This benefits both employees and customers and supports the company's overall success.

#### (AC 5.1)

At Jemijo, call centre customer service advisors are the ones who handle many customer queries, sales, and claims every day. According to CIPD, total reward would includes a mix of financial and non-financial benefits to provide a better reward for the employee's efforts. Two important non-financial rewards for the employees would be "**access to professional and personal development and meaningful work**" (CIPD, 2025).

**Access to professional and personal development** means that the organization should provide learning and development opportunities to the employees where they can learn new skills and advance in their professional careers. For call centre staff at Jemijo, this might include training in customer communication, customer service management, or understanding insurance products in order to provide a better knowledge (Mabaso, 2025). Employees would value this because it would help them feel more confident and competent in their jobs (Li, 2023).

**Meaningful work** means that the employees are performing the job which is important for the organization in achieving its goals and it is connected to the strategic purpose. At Jemijo advisors help customers with urgent claims and they also help them to understand insurance options. When employees see that their work makes a real difference in customers' lives then they feel more satisfied and engaged (Figueiredo, 2025).

By offering development opportunities and ensuring work is meaningful, Jemijo can improve staff motivation, performance, and retention. These non-financial rewards complement salaries and bonuses, helping to create a supportive and positive work environment that benefits both employees and customers.

(AC 5.2)

Non-financial rewards are those benefits which does not directly involves money. These rewards could include “recognition, learning opportunities, flexible working, and meaningful work”. At Jemijo’s call centre, provision of these rewards to the employees can increase the performance of employees as the employees would feel that their hard work is being rewarded (Herzberg, 2019).

Herzberg divides factors at work into two parts such as “**hygiene factors** and **motivators**”. Hygiene factors includes factors such as pay or basic working conditions which stop employees from being unhappy but these factors do not motivate employees. On the other hand motivators might include recognition, achievement, responsibility, and opportunities to grow as these are not basic things and these keep the employees to motivated and committed.

For Jemijo call centre staff, employees can be satisfied or motivated when they are recognised for handling difficult customer calls. Training and development opportunities can also help staff improve their skills, gain confidence, and prepare for promotion (Li, 2023).

Non-financial rewards would also help the professionals in keeping the employees loyal which would reduce the organizational turnover and operational disturbances. When employees feel that they are being valued and see there are chances to grow then they are more likely to stay motivated along with providing better services to the client.

In short, combining non-financial rewards with financial incentives creates a positive environment at Jemijo. This encourages staff to perform well consistently and improves overall customer service.

### (AC 5.3)

It is very important for Jemijo to pay **fair and consistent** to all the employees. Fair pay means employees should be paid according to the services that they are providing considering their knowledge, skills, experiences, and responsibilities. Consistent pay means that the employees who are working on the similar level should be paid equally regardless to any personal traits and bias.

If pay is **not fair** then employees can feel that they are being undervalued or treated unfairly. In a busy call centre like Jemijo this can have a negative impact such as decreasing motivation, less employee focus and lower quality of services being provided to customers (Armstrong, 2019). For instance, if one advisor is getting more pay than another for doing the same work then can create issues between the employees and with the management.

Fair and consistent pay would also help Jemijo in **attracting and keeping good staff**. Candidates are more likely to apply for jobs when they feel that the organization is giving fair and competitive pay (Li, 2023).

From a legal perspective, fair pay would help Jemijo to follow the **Equality Act 2010**, which guides the organizations and professionals to stop discriminating in pay based on personal traits such as gender, age, or other protected characteristics (Figueiredo, 2025).

Conclusively, making sure that the pay is fair and consistent at the organization would create a positive workplace where employees are motivated, engaged and satisfied. For Jemijo's call centre, through this approach they would be able to provide better customer service, higher engagement, and staff staying longer, which helps the company succeed.

## Task 5

### (AC 6.1)

The six-week training programme which we are planning at Jemijo's call centre would have different benefits for the employees and the company. The training would cover "product knowledge, customer communication, empathy, and regulatory requirements".

For **new employees**, the training would help them in gaining the skills and knowledge which they need to do their job efficiently. Learning about Jemijo's insurance products and systems would mean that the employees would be able to answer the queries of the client and guide them in a better way. Training in communication and understanding customer needs would help the employees in building strong relationships with clients, handle queries professionally, and manage difficult situations calmly. Training employees in empathy would allow them to connect with customers, especially they are dealing with the urgent clients (Khawaja, 2024). Understanding regulatory requirements would ensure that the employees understand the law and they provide the services after carefully considering laws and regulations (Srinivasan, 2024).

For **Jemijo**, this training program would ensure that all employees start with the same level of knowledge and skills which would ensure standardized services for the clients across the call centre. When employees are well-trained then they are less likely to make mistakes, which improves work efficiency and reduces customer complaints. It would also help the organization in meeting legal and regulatory requirements which would protect organization's reputation (Arfan et al., 2024).

In summary, the basic training programme benefits new starters by building confidence, knowledge, and customer service skills. It benefits Jemijo by improving service quality, efficiency, compliance, and employee retention, creating a positive working environment.

### (AC 6.2)

After finishing the basic training for employees at Jemijo's call centre, new employees would still have different **learning needs**. This would happen because all the employees would have different job roles and only basic skills can be covered in the initial six-week programme.

One type of learning need would be **job-specific skills**. Employees would need an extra training on new insurance products, updated systems, or complex claims. This need would arise because it insurance products and IT system in the organization can change and employee has to keep themselves updated in order to guide the customers accordingly (Khawaja, 2024).

Another learning need could be **communication and customer handling skills**. The basic training which is given in the initial six weeks would cover general communication, but in real situation some customers can be angry or frustrated so the employees have to deal them accordingly and for that they would need specialized training (Srinivasan, 2024).

There would be some of the employees who would have **career development needs**. Employees who are ambitious about becoming a team leader or specialist in certain area would require specialized training in that area in order to polish their skills and progress in their careers (Arfan et al., 2024).

Finally, employees might require **regulatory and compliance updates** because insurance rules and company policies can change, so employees must keep learning to follow rules and avoid mistakes.

In short, after basic training, learning needs can include technical skills, advanced customer service, career growth, and compliance knowledge. Meeting these needs helps staff stay confident and competent, improves performance, and ensures Jemijo provides high-quality service.

### (AC 6.3)

At Jemijo, face-to-face training can also be used in order to develop the skills of managers by providing them in-person sessions which are focused on essential management skills. This type of training would allow the managers to practise leadership, practical communication, and problem-solving skills in simulated environment. For instance, role-playing exercises would help the managers in handling difficult situations effectively and efficiently. Face-to-face training would also allow the instructor to give immediate feedback so that the managers can improve their mistakes (Mızrak, 2023).

**Blended learning** is an approach which combines online and in-person training by giving managers flexibility to learn on their own pace while benefiting from direct interaction. Jemijo can offer these blended learning online modules based on regulatory updates or insurance systems which are supported by face-to-face workshops for leadership skills (Mubayrik, 2018).

**Facilitation** would help the managers in developing skills by guiding them through different ways such as structured group activities, discussions, or problem-solving exercises. This would encourage managers to learn and reflect based on real life situations (Minadzi, 2024).

**Coaching** is a one-to-one approach in which there are experienced coaches who support the managers in their learning and developmental process. It allows them to get the personalized learning experience based on their individual needs.

**Mentoring** pairs a manager with an experienced professionals mostly from the organization who can provide advice, shares experiences, and helps them in navigating challenges (Minadzi, 2024).

Using these methods together helps Jemijo develop well-rounded managers who are confident, skilled, and able to lead teams effectively, which ultimately benefits staff performance and customer service in the call centre.

(AC 6.4)

Jemijo can make basic training programme inclusive and accessible by ensuring that all the employees have equal opportunity of learning and developing in the organization. **Inclusive training** means that it would consider the specialized individual needs, learning methods, skills and learning abilities before delivering any training. Whereas, on the other hand **accessible training** ensures that everyone can participate fully.

One way Jemijo can make training inclusive is through providing the facility of **different learning formats**. For instance, blending face-to-face sessions with online modules would allow the employees to learn through the method which suits them the most. Some employees might prefer to learn through visual learning, while others might prefer to learn through hands-on exercises or discussions (Royall, 2021).

Jemijo can also make training accessible through **adapting materials for employees who are facing disabilities**. This might include initiatives such as providing screen-reader-friendly documents, captioned videos, or accessible training rooms which would allow the special employees to learn unlike other employees (Shi et al., 2020).

Another approach is **flexible scheduling** in which the employees are allowed to schedule the training and learning sessions according to their own schedule based on their personal and professional commitments. Offering training at different times would allow the employees to complete their learning journey without any major disturbance (van Niekerk, 2022).

Finally, Jemijo can provide employees the **support during training** such as mentors, coaches, or peer buddies. This would help the employees in getting the extra guidance and ensures they feel confident and included.

By making the training inclusive and accessible, Jemijo ensures all new starters gain the skills and knowledge needed to perform well, reduces barriers to learning, and promotes a fair and supportive work environment. This approach benefits both employees and the company by improving performance, confidence, and engagement.

#### (AC 6.5)

In order to evaluate the effectiveness of the basic training program for call centre employees at Jemijo, there could be several **metrics** that can be used. These evaluation metrics would help the professionals to determine whether the training has achieved its objectives such as improving employees performance and supporting staff development.

One of the useful metric to evaluate is **knowledge assessments**. After training, the employees are given tests and quizzes based on Jemijo's insurance products, systems, and regulatory requirements. The results of these tests and quizzes would help the professionals to determine the areas which have improved and to highlight the areas in which the employees still need improvement (Salas et al., 2021).

Another evaluation metric is **performance monitoring** in which the managers can track key performance indicators which might include call handling time, customer satisfaction scores and error rates in processing claims. After comparing the current performance with the

performance before the training the managers would be able to evaluate the effectiveness of the training program (Burke, 2019).

**Feedback surveys** are one of the important tool to evaluate the training. Professionals and managers can gather the feedback from employees regarding different aspects of the training in which they can determine the strengths and weaknesses of the training session along with determining the potential area of improvements (Noe, 2020).

Using a combination of these metrics gives Jemijo a clear picture of the training's effectiveness. It ensures that new call centre staff gain the knowledge and skills needed to perform well, provide excellent customer service, and contribute to the company's success.

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