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Task 1/Section 1

AC 1.1

Introduction

This report explains two evidence-based approaches: critical thinking and using information from different sources. It looks at how these methods help with people practices and organizational problems. Section one explains what evidence-based approaches are and their advantages and disadvantages. Section two shows how to use these approaches for issues like outdated learning and development (L&D) practices and staff skills shortages. Simple examples and reliable sources will support the discussion (Shepherd, 2018).

Section One: Defining Evidence-Based Approaches

Evidence-based approaches solve problems using reliable information, research, and careful analysis. These methods are common in today's workplaces because they help make better decisions and reduce guessing. One major advantage is that decisions are based on facts, which helps prevent costly mistakes (Shepherd, 2018). They also encourage fairness and logical thinking.

But there are challenges. Gathering and studying information from different places takes time and effort. It can also be difficult to understand complicated or conflicting data, especially if team members lack the skills to analyse it (Korte, 2020). Even with these challenges, evidence-based methods are still very helpful for solving problems.

Section Two: How to Apply Evidence-Based Approaches

Critical thinking and using information from different sources are useful for solving problems at work. Critical thinking means carefully looking at a problem, questioning what's assumed, and checking the facts. For example, when dealing with outdated training programs, critical thinking could involve checking if the training meets employees' needs and finding better options (Facione, 2020).



Using information from different sources means gathering facts from various places to make better decisions. For example, to solve a shortage of skilled workers, companies can look at performance data, industry standards, and employee feedback. This helps create a full understanding of the problem and find solutions, like custom training programs (Armstrong, 2021).

Both methods have their pros and cons. Critical thinking helps make clear and logical decisions, but it can be affected by personal bias or limited data. Using many sources gives a broader view but can be overwhelming if there's too much information. Using both methods together helps organizations make better and more informed decisions.

In conclusion, using methods based on facts, like critical thinking and getting information from different places, is important for solving problems at work. These methods help solve problems like old training programs and not having enough skilled workers. Even though there are some challenges, these methods are very useful if done correctly. Simple examples and reliable sources back up this idea.

AC 1.2

Evaluation of Analysis Tool: SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is a simple tool that helps companies understand their strengths, weaknesses, opportunities, and challenges. It shows what is working well, what needs improvement, and helps companies think about things like new competitors or chances to grow.

Advantages: SWOT is easy to use and doesn't need special skills. It helps find good things, like skilled workers, and problems, like old technology. It also shows opportunities, like new markets, and threats, like new competitors or changes in laws (Gürel, 2017). It helps companies make better plans.

Disadvantages: SWOT has some problems. It can be biased, depending on who is using it (Helms, 2018). It doesn't tell you which issues are most important or how to fix them. It also doesn't predict future problems, so companies may need other tools to get a full picture (Phadermrod, 2019).

Interviews are a way to gather information by talking to people. They help understand issues, challenges, and opportunities by getting detailed answers from employees, customers, or experts.

Advantages: Interviews provide deep insights and allow follow-up questions, which can reveal important details. They are helpful for understanding complex issues, like how employees feel about new laws or what customers think about competitors. Interviews can also give ideas for growth opportunities, such as improving products or services (Rowley, 2018).

Disadvantages: Interviews take time and resources, especially if many people are involved. The process can be affected by biases, such as the interviewer's opinions or the respondent giving answers they think are expected (Merriam, 2021). Analysing the collected information can also be difficult because interviews often produce a lot of detailed feedback.

Examples and Application

For example, a business facing competition might use SWOT to identify its strengths, like good customer service, and threats, such as a crowded market. Interviews with employees and customers could provide extra insights, such as ideas for improving marketing strategies or creating better services. Using both tools together gives a clearer understanding of the situation.

AC 1.3

Critical thinking is about thinking carefully and making decisions based on facts and logic, not emotions or personal opinions. It helps you figure things out by asking questions, looking at different perspectives, and avoiding jumping to conclusions. It's an important skill because it helps you understand situations better and make smarter choices (Paul, 2019).

In addition, for critical thinking we being people professionals focus on facts, reliable information and good reasons when deciding something regarding workplace processes. When we critically thinking we can be using information from reliable sources, like research



or official reports (Facione, 2020). Also, being a people professional we need to be aware of your own biases (our own personal beliefs that might affect how we think) and try to keep these biases in check. Instead of rushing for conclusions when making decisions, people professional need to take time to gather all the facts before coming to a decision (Paul, 2019).

How to Use Critical Thinking at Work

At the workplace, being a people professional for us critical thinking means “double-checking” or verifying the facts and making sure the information we use when making decisions comes from trusted sources. For example, if you are writing a report to senior management then use data from reliable organizations in any decision (Brookfield, 2020).

Moreover, being a people professional we need to stay focused on the facts and leave personal feelings out of decision making process because we always need to back our ideas with solid evidence, like research or data, instead of just sharing opinions in any decision. For example, if you suggest something in decision making, make sure we have research or proof to support why it’s a good idea/decision in situations.

How to Use Critical Thinking When Reviewing Others' Work: When looking at someone else’s work, critical thinking means checking if the author is trustworthy and if their sources are reliable. You should ask if the author knows enough about the topic and if they used trustworthy sources. For example, a government report is more reliable than an unknown online article. Also, check if the author’s points are supported by evidence. Critical thinking also means being aware of bias—watching for personal opinions that could affect what the author is saying (Ennis, 2021).

Examples and Application

For example, when preparing a market analysis, critical thinking helps you use actual data from the industry instead of making guesses. Similarly, when reviewing a colleague’s work, you can ask about their sources and methods to make sure their conclusions are correct. Using these principles ensures your decisions are based on facts and good reasoning.



AC 1.4

Making the right decisions is very important for the success of any business. To help make good decisions, there are tools that can be used. Two common decision-making tools are the **Best Fit Approach** and **De Bono's Six Thinking Hats**.

1. Best Fit Approach

The Best Fit approach is about finding the solution that works best for the situation in the workplace which we are dealing. Instead of using the same information for everything or every problem. It is important being a people professional choosing what makes the most sense at the moment (Mintzberg, 2020).

For example, if a company wants to expand into a new market with a new product or the old product then, the Best Fit approach helps them figure out the best country to start with for offering the same product. Being a people professional we would be look at things like what customers want, how much competition there is in the market, and the locality rules of the country. This way they make the right choice for the situation and set themselves up for the success (Mintzberg, 2020).

2. De Bono's Six Thinking Hats

De Bono's Six Thinking Hats is a simple way to look at a problem from different angles. Each of these "hats" represents a different way of thinking in different problems. The **White Hat** is focusing on facts and data when looking at the information, the **Red Hat** is looking at the emotions and feelings. Moreover, the **Black Hat** focusing on the risks and problems when looking at the information. The **Yellow Hat** focusing on the good things and benefits from the problem. Lastly, the **Green Hat** encouraging new ideas and creativity when looking at situations, while the **Blue Hat** helps keeping everything organized in the market (De Bono, 2019).

Moreover, when making a decision at workplace being a people professional using all six hats helps you think about everything in different situations. For example, if you're choosing a new marketing plan for a new product then the White Hat focuses on the facts, the Red Hat looks at how people may feel in situations, the Black Hat thinks about possible risks and problems,



and the Yellow Hat looks at the positive outcomes of the situations. The Green Hat helps you think of creative ideas, and the Blue Hat in any situations keeps the process on track at workplace. In this way being a professional you get a full view of the situation before making a decision (De Bono, 2019).

Conclusion

The Best Fit approach and De Bono's Six Thinking Hats are both helpful tools for making better decisions at workplace. Using both can help you make smart decisions, which are well-rounded decisions because these decisions have all angles.

AC 1.5

Ethical perspectives help guide people to make the right decisions at workplace in ethical decisions. Three important ethical perspectives are **Utilitarianism, Deontology (Kantianism) and Virtue Ethics**. These perspectives offer different ways of thinking about what is right or wrong in situations, and these perspectives can influence how leaders make decisions and how businesses are managed when dealing with ethical perspectives (Berman, 2019).

Here are three common ethical perspectives:

1. **Utilitarianism:** Utilitarianism is all about making decisions that benefit the most people. The idea is to choose actions that bring the greatest good for the largest number of people. If a decision helps many people, even if a few are harmed, utilitarianism says it is the right choice (Berman, 2019). For example, a company might decide to lay off a few employees to keep many others employed. The good part of utilitarianism is that it encourages thinking about the bigger picture and the overall benefits. But the downside is that it might overlook the harm done to a small group, which can feel unfair. In business, utilitarianism helps leaders focus on the results, but it might not always consider the needs of smaller groups (Fisher, 2020).
2. **Deontology (Kantianism):** Deontology, or Kantianism, is based on following rules and doing what is right, no matter the results. It emphasizes acting honestly, fairly, and treating others with respect (Kant, 2019). For example, a leader following deontological principles would avoid lying to make the business succeed because



honesty is a moral rule to follow. The good part of deontology is that it values fairness and honesty. However, it can be too strict and not always consider the consequences of actions, making decision-making harder in some situations. Deontology encourages leaders to focus on doing what is right and treating everyone equally. But it can be challenging when there are no clear rules to follow (Sandel, 2020).

3. **Virtue Ethics:** Virtue ethics focuses on developing good character and making choices based on virtues like honesty, kindness, and fairness. Instead of focusing on rules or results, it asks, "What kind of person do I want to be?" For example, a leader practicing virtue ethics would make decisions that reflect values like integrity and compassion, not just because it's the right thing to do, but because they want to be a good person. The good part of virtue ethics is that it encourages personal growth and moral behaviour. However, it can sometimes be unclear what the virtuous choice is in certain situations (Sandel, 2020).

Conclusion

Each ethical perspective offers a different approach to decision-making. **Utilitarianism** focuses on the greatest good for the most people, **Deontology** focuses on doing what's right no matter the outcome, and **Virtue Ethics** focuses on developing good character. Understanding these perspectives can help people make better, more thoughtful decisions in both their personal and professional lives.

AC 3.1

To evaluate a business, it's important to look at both financial and non-financial measures. **Revenue** (a financial measure) and **customer satisfaction** (a non-financial measure) both give us valuable information about how well a company is doing. Let's look at the pros and cons of each.

Revenue (Financial Measure)

Revenue is the total money a company makes from selling its products or services. It's an easy way to measure how well the business is doing (Moyer et al., 2021). Growing revenue usually means the company is expanding and doing well (Higgins, 2020).



However, revenue doesn't always show if the company is making a profit. A company might have high revenue but still lose money if its costs are too high (Gibson, 2022). Sometimes, a company might lower prices to increase sales, which can hurt profits in the long term. So, revenue should be looked at along with other measures like **net profit** to get a better understanding of the company's health.

Customer Satisfaction (Non-Financial Measure)

Customer satisfaction tells us how happy customers are with the company's products or services. Businesses often collect this feedback through surveys or reviews. High customer satisfaction is good because it shows that customers are happy and loyal, which can lead to repeat business (Kotler & Keller, 2021). It also helps companies see where they can improve their services (Anderson et al., 2021).

However, customer satisfaction can be hard to measure because it's based on personal opinions and feelings (Griffin, 2022). It can also vary from person to person. Plus, gathering and tracking customer feedback regularly takes time and effort, which can be a downside.

Conclusion

Both **revenue** and **customer satisfaction** are important for understanding how well a company is performing. Revenue helps show financial performance but doesn't tell the full story without looking at profits. Customer satisfaction gives us insights into service quality and customer loyalty, but it's harder to measure. Together, both measures help create a complete picture of a company's success.

AC 3.2

People practices are actions and strategies used by businesses to manage their employees. These practices help improve employee performance and support the success of the company. Two important ways people practices add value are **employee engagement** and **talent development**.

1. Improved Employee Engagement



Employee engagement is how motivated and committed workers are to their jobs. When companies focus on people practices, like offering training, giving regular feedback, and creating a good work environment, employees become more engaged. Engaged employees are more productive, do better work, and are more likely to stay at the company. For example, companies that offer clear career development opportunities often see higher engagement, which leads to better performance and lower turnover (Lockwood, 2020).

2. Talent Development and Retention

People practices also add value by helping to develop employees' skills and keeping talented workers. Companies that invest in training and give employees clear paths for career growth are more likely to have skilled and loyal employees. This is important because skilled employees help the company perform better, and when employees feel valued, they are more likely to stay with the company. This reduces the costs of hiring and training new staff (Shuck, 2021).

Measuring the Impact of People Practices

To understand how effective people practices are, companies can use methods like **Cost-Benefit Analysis (CBA)** and **Return on Investment (ROI)**.

1. Cost-Benefit Analysis (CBA)

Cost-Benefit Analysis compares the costs of a people practice (such as a training program) with the benefits it provides. For example, if a company spends money on training, CBA looks at how much the training improves employee performance compared to the cost of the program. If the benefits outweigh the costs, then the practice is considered successful (Heizer, 2020).

2. Return on Investment (ROI)

Return on Investment (ROI) measures how much money a company gains from its investment in people practices. For example, if a company invests in employee development programs, ROI will show how much that investment improves productivity or reduces employee



turnover. A high ROI means the company's people practices are having a positive impact on the business (Kaufman, 2021).

Conclusion

In conclusion, people practices like improving employee engagement and focusing on talent development are important for adding value to a company. To measure how effective these practices are, tools like Cost-Benefit Analysis and Return on Investment help businesses understand their impact. By using these methods, companies can make sure their people practices are successful and beneficial.



Task 2/Section 2

AC 2.1

Percentage of Performance Review Judgement: Quarter 1

First Quarter									
Department	Present Employees	Calculation	Outstanding	Calculation	Meets set Individual KPI's	Calculation	Not quite there yet	Calculation	Under performing
Administration Department	10	2/10x100	2	2/10x100	2	3/10x100	3	3/10x100	3
			20%		20%		30%		30%
Sales Department	13	0/13x100	0	13/13x100	13	0/13x100	0	0/13x100	0
			0%		100%		0%		0%



Logistics Department	20	4/20x1 00	4	8/20x1 00	8	6/20x10 0	6	2/20x1 00	2
			20%		40%		30%		10%
Research and Development	10	3/10x1 00	3	3/10x1 00	3	1/10x10 0	1	3/10x1 00	3
			30%		30%		10%		30%

Percentage of Performance Review Judgement: Quarter 2

Second Quarter

Department	Present Employees	Calculation	Outstanding	Calculation	Meets set Individual KPI's	Calculation	Not quite there yet	Calculation	Under performing
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Administration Department	10	1/10x100	1	4/10x100	4	4/10x100	4	1/10x100	1
			10%		40%		40%		10%
Sales Department	13	0/13x100	0	13/13x100	13	0/13x100	0	0/13x100	0
			0%		100%		0%		0%
Logistics Department	18	5/18x100	5	9/18x100	9	4/18x100	4	0/18x100	0
			28%		50%		22%		0%
Research and Development	9	5/9x100	5	3/9x100	3	1/9x100	1	0/9x100	0
			56%		33%		11%		0%

A

Bonus to the Employees

Team	Employee Name	Salary	No: Outstanding	of Calculation	Bonus payment
Administration Department	Harry Hunter	£40,500.00	0	-	£0.00
	Sumira Kiiki	£25,690.00	0	-	£0.00
	Lexi Masterson	£25,690.00	0	-	£0.00
	Robin Bird	£31,500.00	1	31500x0.04	£1,260.00
	Becky Heron	£31,500.00	0	-	£0.00
	Wade Duck	£35,000.00	0	-	£0.00
	Saffron Finch	£24,000.00	2	(24000x0.04)x2	£1,920.00
	Steve Swift	£24,000.00	0	-	£0.00
	Myna Wren	£24,000.00	0	-	£0.00



	<i>Sally Starling</i>	<i>£20,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Petra Gull</i>	<i>£20,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Total Bonus to Administration Department</i>					<i>£3,180.00</i>
<i>Sales Department</i>	<i>Bill Heraclitus</i>	<i>£48,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Richard Descartes</i>	<i>£32,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Craig Berkely</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Gordon Nietzsche</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>



	<i>Nicola Bergson</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Karen Dewey</i>	<i>£22,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Toni Luther</i>	<i>£22,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Lee Foxton</i>	<i>£22,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Steve Platt</i>	<i>£22,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Liz Hickson</i>	<i>£24,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Dave Nicholas</i>	<i>£24,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Jamie Smith</i>	<i>£20,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Joanne Mansworth</i>	<i>£20,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Total Bonus to Sales Department</i>					

					£0.00
Logistics Department	<i>Izzy Granger</i>	<i>£41,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Ruth Sixsmith</i>	<i>£23,750.00</i>	<i>1</i>	<i>23750x0.04</i>	<i>£950.00</i>
	<i>Wendy Boot</i>	<i>£23,750.00</i>	<i>1</i>	<i>23750x0.04</i>	<i>£950.00</i>
	<i>Sally Rigbye</i>	<i>£23,750.00</i>	<i>1</i>	<i>23750x0.04</i>	<i>£950.00</i>
	<i>Ian Charnock</i>	<i>£24,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Chris Walley</i>	<i>£24,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Liz Parry</i>	<i>£26,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Suzanne Wells</i>	<i>£26,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Neil Mansley</i>	<i>£26,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>



<i>Jean Livesey</i>	<i>£26,000.00</i>	<i>1</i>	<i>26000x0.04</i>	<i>£1,040.00</i>
<i>Lucy Abercrombie</i>	<i>£26,000.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Siobhan Wilson</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Julie Chisnall</i>	<i>£19,500.00</i>	<i>2</i>	<i>(19500x0.04)x2</i>	<i>£1,560.00</i>
<i>Rick Lovall</i>	<i>£19,500.00</i>	<i>1</i>	<i>19500x0.04</i>	<i>£780.00</i>
<i>Pam Harrison</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Max Eagle</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Gill Jamieson</i>	<i>£19,500.00</i>	<i>2</i>	<i>(19500x0.04)x2</i>	<i>£1,560.00</i>
<i>Rowina Draper</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
<i>Will Draper</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>



	<i>Jamie Penny</i>	<i>£19,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
Total Bonus to Logistics Department					£7,790.00
Research and Development	<i>Ethan Brar</i>	<i>£32,500.00</i>	<i>2</i>	<i>(32500x0.04)x2</i>	<i>£2,600.00</i>
	<i>Harrison Briggs</i>	<i>£32,500.00</i>	<i>1</i>	<i>32500x0.04</i>	<i>£1,300.00</i>
	<i>Steve Owens</i>	<i>£29,500.00</i>	<i>1</i>	<i>29500x0.04</i>	<i>£1,180.00</i>
	<i>Karen Hancock</i>	<i>£29,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Annabelle Hayes</i>	<i>£29,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Ruby Gardner</i>	<i>£29,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>
	<i>Ellie Riding</i>	<i>£34,500.00</i>	<i>0</i>	<i>-</i>	<i>£0.00</i>



	Laura Jones	£29,500.00	0	-	£0.00
	Tasha Graham	£29,500.00	2	$(29500 \times 0.04) \times 2$	£2,360.00
	Jennifer Frost	£29,500.00	2	$(29500 \times 0.04) \times 2$	£2,360.00
Total Bonus to Research and Development Department					£9,800.00
Total Bonus Payment by the organization					£20,770.00

Table 2:

Feedback from Manager's	No: of Strongly	No: of Agree	No: of Disagree	No: of Strongly
	Emp	Emp	Emp	Emp



<i>I'm given time to prepare to for employee appraisals</i>	3	6%	29	58%	11	22%	7	14%
<i>I feel confident in carrying out a performance appraisal</i>	4	8%	22	44%	23	46%	1	2%
<i>I have no concerns when applying ratings when conducting appraisals</i>	7	14%	34	68%	9	18%	0	0%
<i>I'm confident that I'm able to assess employees performance fairly</i>	3	6%	26	52%	11	22%	10	20%
<i>I have had training to enable me to undertake appraisals</i>	0	0%	0	0%	44	88%	6	12%
<i>I have no issue in challenging underperforming employees</i>	0	0%	9	18%	37	74%	4	8%

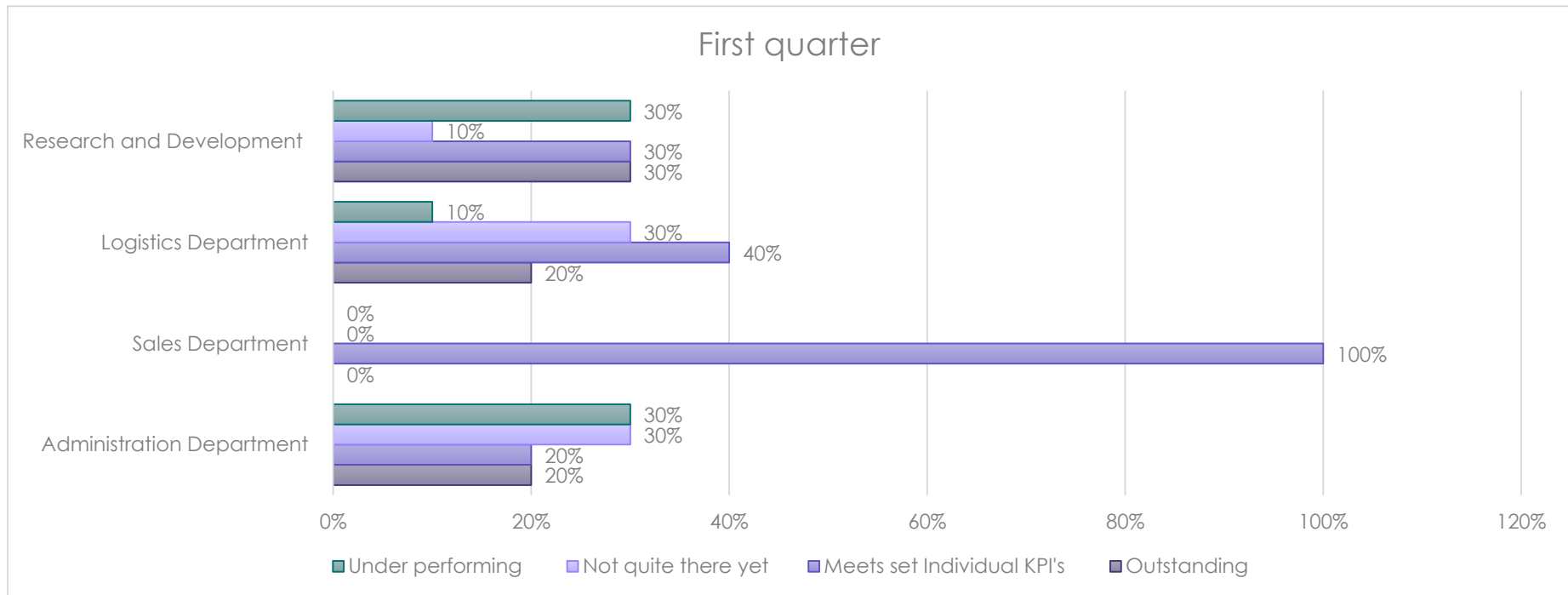


<i>I'm good at providing feedback and agree set performance targets</i>	12	24%	4	8%	15	30%	19	38%
<i>Feedback from Employee's</i>	<i>No: of Emp</i>	<i>Strongly agree</i>	<i>No: of Emp</i>	<i>Agree</i>	<i>No: of Emp</i>	<i>Disagree</i>	<i>No: of Emp</i>	<i>Strongly disagree</i>
<i>My line manager provides clear and direct guidance</i>	2	0.85%	111	47.23%	121	51.49%	1	0.43%
<i>During my reviews my line manager listens to the ideas I put forward</i>	5	2.13%	39	16.60%	187	79.57%	4	1.70%
<i>My line manager provides postive feedback</i>	6	2.55%	141	60.00%	82	34.89%	6	2.55%
<i>My line manager possesses good people management skills</i>	15	6.38%	99	42.13%	89	37.87%	32	13.62%
<i>My line manager has time to listen to me</i>	84	35.74%	79	33.62%	15	6.38%	57	24.26%



<i>My line manager provides a balanced response when conducting my reviews</i>	0	0.00%	143	60.85%	92	39.15%	0	0.00%
<i>My line manager provides me with constructive feedback</i>	69	29.36%	65	27.66%	56	23.83%	45	19.15%
<i>My line manager provides me with learning and development opportunities so I can do my job better</i>	54	22.98%	101	42.98%	70	29.79%	10	4.26%

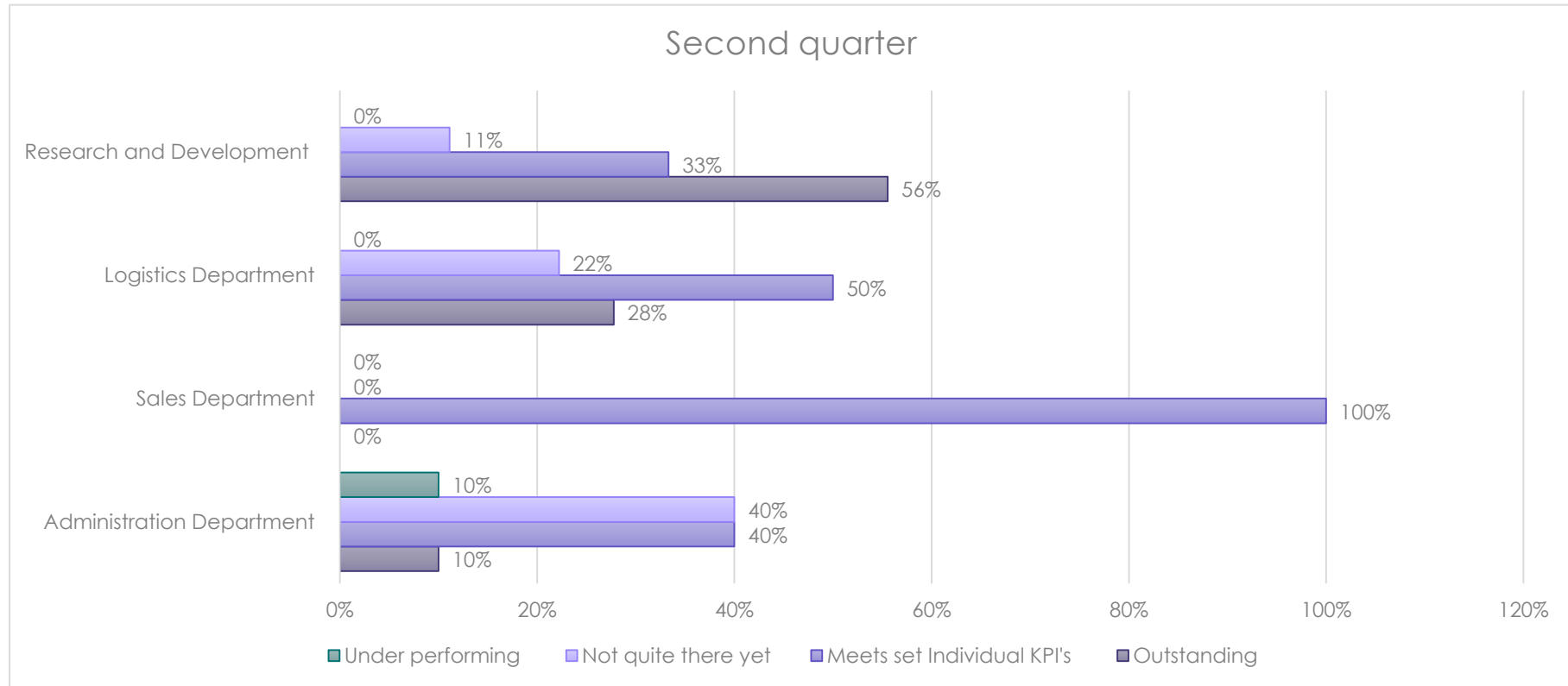
Percentage of Performance Review Judgement: Quarter 1



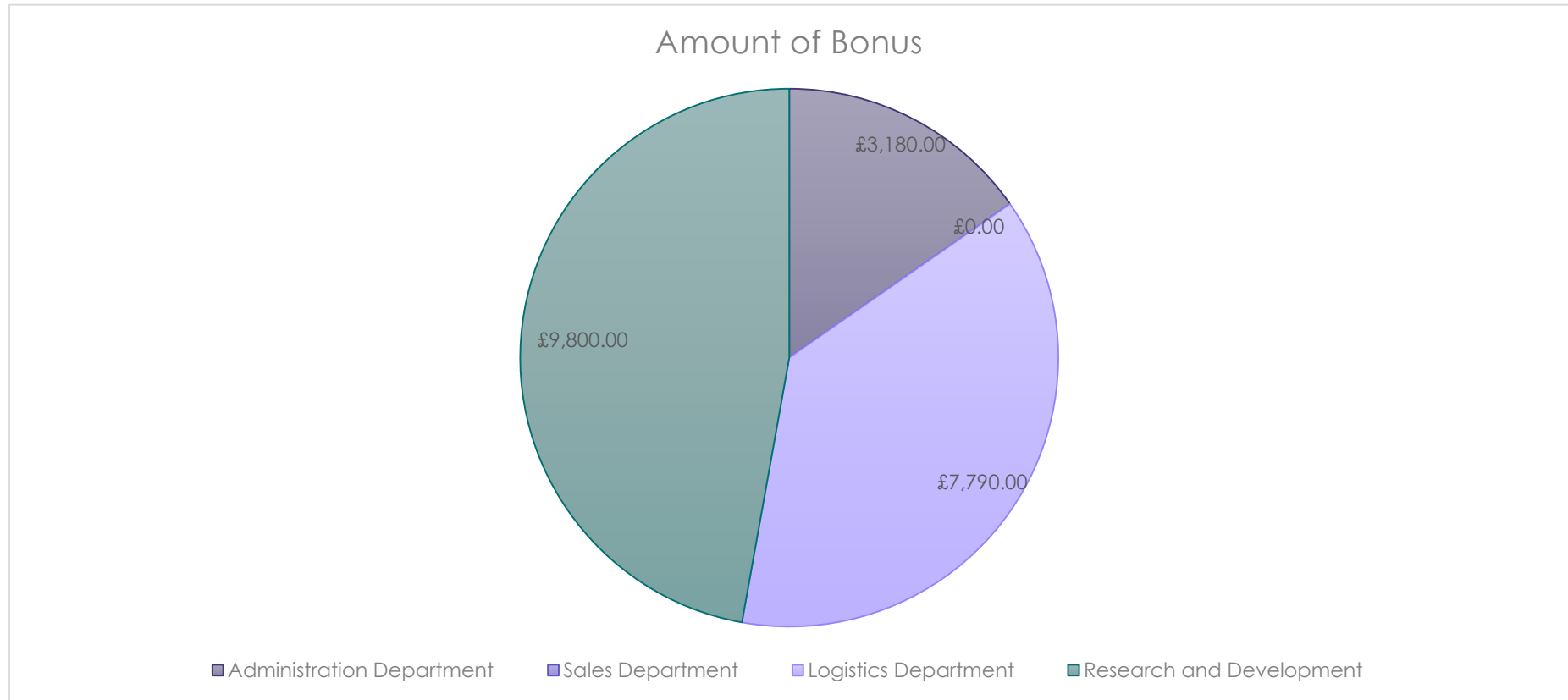
Explanation: The above graph shows how employees of each department of the organization performed. The employees of research and development performed higher than other as most of their employees were in the outstanding category. On the other hand, the employees of logistics and administration department performed mostly equal and they both had 20% employees in the outstanding category. Lastly, the employees of the sales department were the lowest as none of their employee was in the outstanding category.



Percentage of Performance Review Judgement: Quarter 2

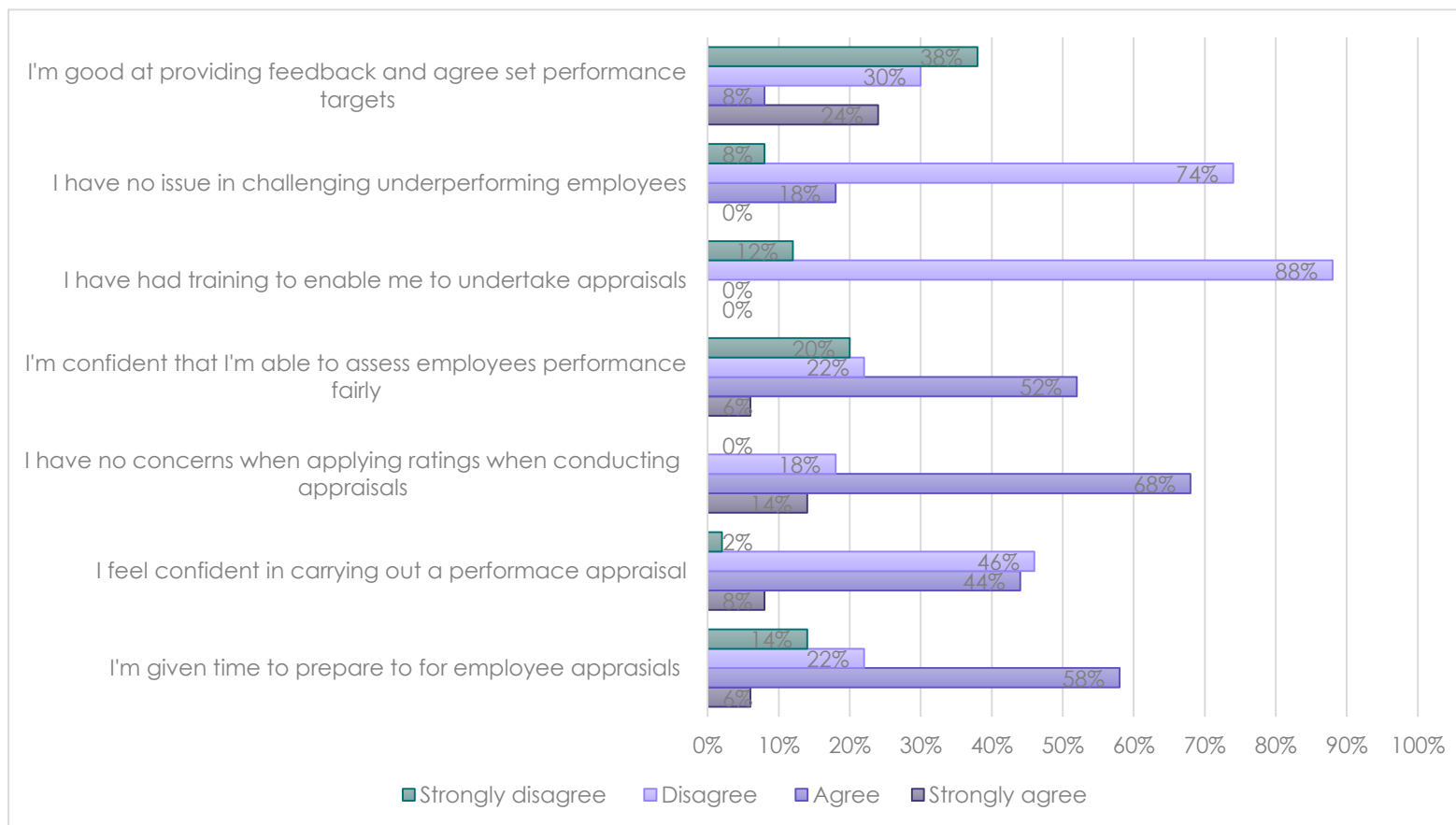


Explanation: The above graph shows the performance of the employees in the second quarter. The employees of the research and development department were again outshining the employees of other department as 56% of their employees were in the outstanding category. On the other hand the logistics and administration department showed a mild improvement in their performance. Whereas, the performance of the sales department was the same as again none of their employee was in the outstanding category.



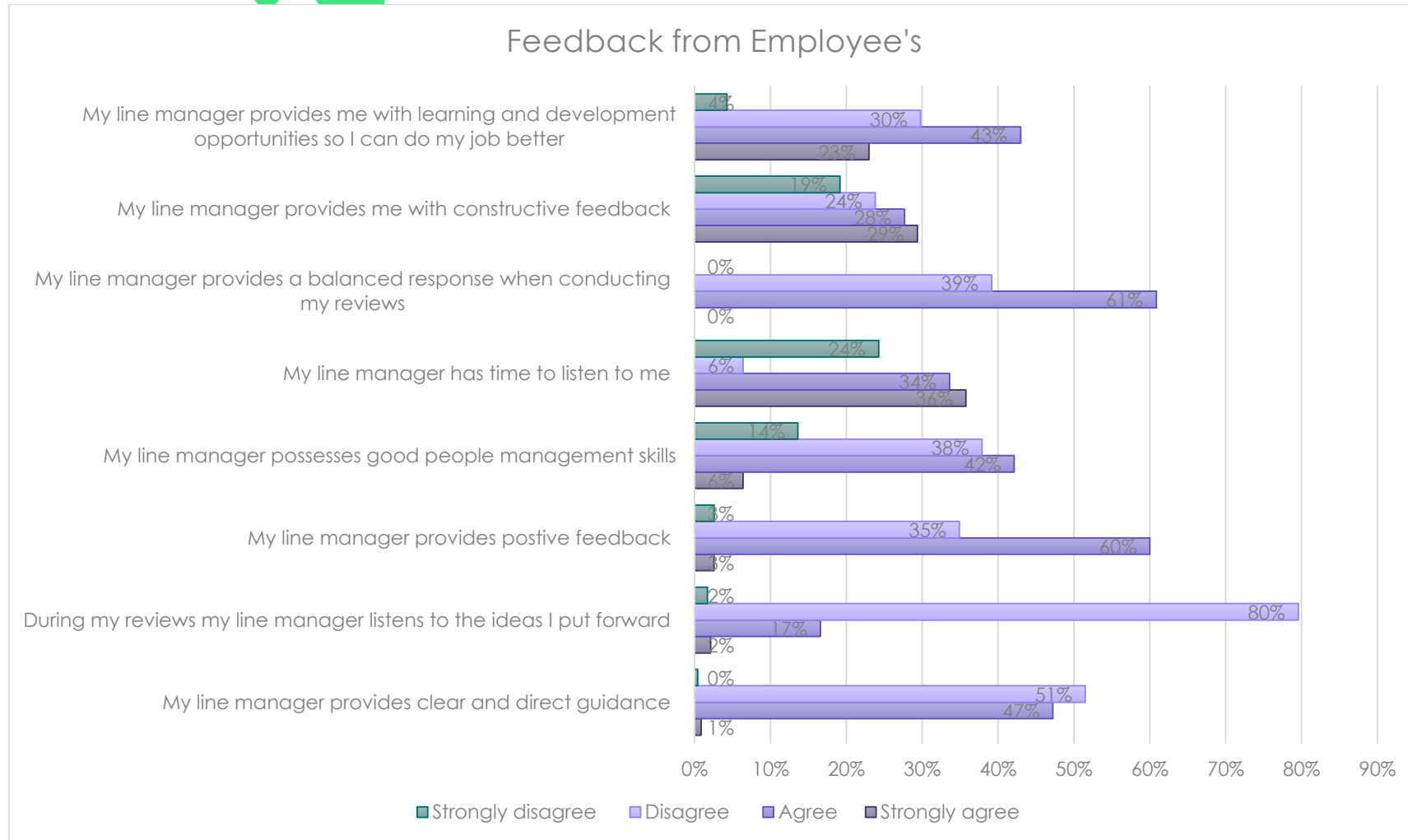


Explanation: The above graph shows the percentage of total bonus that was allotted to each of the department based on their employee performance. The highest bonus was grabbed by the logistics department as they had the highest number of outstanding employees in both quarters. The second highest bonus was received by logistics department and the third highest was received by administration department. Whereas, the sales department does not received any bonus. **Table 2:**





***Explanation:** The above graph shows the responses of managers regarding the appraisal system of the organization. The feedback shows some of the positives as the managers mention that they are given enough time to prepare for the feedback and they have no concerns in applying the rating while conducting the appraisal. Whereas, the negatives mentioned by the managers were that they are not provided with the training for conducting the performance appraisals and they face issues in challenging the underperforming employees.*



Explanation: The above graph shows the responses of the employees regarding the performance appraisal system of the organization. The positive mentioned by the employees were they there manager provides them with the positive feedback and they are provided with the balanced



review from their manager. Whereas, the negatives mentioned by the employees include that the managers do not listen to the ideas that they put forward and their managers do not provide them with the clear guidance.

AC 2.3

Recommendation 1: Comprehensive Manager Training Program on Performance Appraisals

Objective: Train line managers to improve their skills in conducting fair and effective appraisals, providing constructive feedback, and setting achievable performance targets.

Findings from Tables:

- From Table 2 (Feedback from Managers), 88% of managers reported they had no training for appraisals, and 74% expressed difficulty challenging underperforming employees. Only 8% felt confident conducting performance appraisals, which highlights the critical need for training.
- Employees' feedback (Table 2) indicates dissatisfaction with their line managers' skills: 51.49% disagreed that guidance was clear, and 79.57% felt their ideas were not heard during reviews.

Action Plan:

- Conduct a series of workshops focusing on appraisal techniques, feedback delivery, and conflict resolution.



- Include practical exercises, role-playing, and guidance on aligning performance ratings with organizational standards.
- Offer certifications for managers who successfully complete the training.

Benefits:

- Enhances managers' confidence and skills, as reflected in improved ratings for appraisal competence (Rodriguez, 2017).
- Promotes consistency in appraisals across departments, reducing employee dissatisfaction (Rodriguez, 2017).
- Boosts employee morale and engagement by ensuring fair and meaningful evaluations (Rodriguez, 2017).

Risks:

- Resistance from managers due to increased workload or skepticism about the program's relevance.
- Limited immediate improvement in employee perceptions due to the time required for skill adoption.

Financial Implications:

- Initial cost for training sessions, materials, and external trainers: **£10,000 - £15,000**.
- Potential indirect costs from allocating managers' time to training instead of core tasks.
- Long-term cost savings through reduced turnover and higher employee satisfaction.



Recommendation 2: Implement a Feedback Enhancement Framework for Line Managers

Objective: Address employees' concerns about managers' feedback quality and ensure regular, constructive, and balanced feedback during reviews.

Findings from Tables:

- 42.98% of employees felt their line managers provided learning opportunities (Table 2), while 29.79% disagreed, showing room for improvement.
- Only 27.66% agreed that they received constructive feedback, while 19.15% strongly disagreed. This demonstrates a significant gap in communication quality during reviews.

Action Plan:

- Introduce a structured feedback process, including tools like feedback templates and real-time feedback apps.
- Schedule monthly check-ins between managers and employees for ongoing development discussions.
- Use 360-degree feedback mechanisms to assess and improve managers' feedback skills.

Benefits:

- Employees feel valued and heard, enhancing job satisfaction and reducing turnover.



- Creates a culture of open communication and trust, boosting organizational morale.
- Strengthens manager-employee relationships, improving performance and collaboration.

Risks:

- Increased administrative workload for managers, leading to potential burnout.
- Risk of superficial or insincere feedback if managers lack buy-in for the initiative.

Financial Implications:

- Cost of feedback tools and platforms: **£5,000 - £7,000 annually.**
- Opportunity cost of managers' time spent on regular check-ins.
- Higher retention rates may offset costs by reducing recruitment expenses.

Recommendation 3: Introduce a Targeted Bonus and Recognition System

Objective: Reward employees consistently achieving or exceeding KPIs to motivate performance and address concerns of fairness in recognition.

Findings from Tables:

- Bonus data shows disparity: Sales department employees receive no bonuses despite meeting 100% KPIs, unlike other departments where recognition is linked to "Outstanding" ratings.



- Employee feedback (Table 2) indicates 60.85% agree their managers provide balanced reviews, but dissatisfaction with guidance (51.49%) and feedback quality (29.79%) shows the need for better incentives.

Action Plan:

- Expand the bonus system to include employees who meet KPIs, not just those rated "Outstanding."
- Introduce non-monetary recognition, such as "Employee of the Quarter" awards or team appreciation events.
- Use clear criteria for bonus allocation to enhance transparency and fairness.

Benefits:

- Drives motivation by ensuring efforts are recognized, even if not rated "Outstanding." (Stone, 2024).
- Aligns employee goals with organizational objectives, improving overall performance (Stone, 2024).
- Reinforces a culture of meritocracy, fostering a competitive and productive environment (Stone, 2024).

Risks:

- Budgetary constraints may limit the scope or frequency of bonuses.



- Risk of perceived favoritism if criteria are not communicated transparently.
- Employees may over-focus on achieving KPIs at the expense of teamwork or creativity.

Financial Implications:

- Estimated increase in bonus allocation: **£15,000 - £20,000 annually.**
- Cost of non-monetary recognition initiatives: **£2,000 annually.**
- Long-term financial gains from enhanced productivity and reduced absenteeism.



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