

Q1. (AC 1.1)

A people professional plays a key role in supporting organisational performance through effective people management, ethical practice and evidence-based decision making. The role involves advising leaders, supporting managers, ensuring fair and consistent people practices and improving the overall employee experience. At Nexxobyte, this role is particularly important due to the organisation's rapid growth, lack of standard procedures, inconsistent management approaches and the loss of valuable staff.

One of the core aspects of being a people professional is establishing consistent and fair people practices. In the Nexxobyte case study, team managers have been managing their teams differently, resulting in inconsistent working arrangements and unequal access to paid learning and development. As a people professional, I would contribute by developing clear policies and guidelines for areas such as flexible working, learning and development, and recruitment. This would ensure employees are treated fairly across all teams and reduce employee complaints.

Another key element of being a people professional is developing management capability. The case study highlights that none of the three team leaders had prior management training before being allocated their roles. This has contributed to inconsistent decision-making and management approaches. I would support Nexxobyte by designing and delivering management development training, providing coaching and creating guidance materials for managers. This would help build leadership capability and improve confidence in managing people effectively.

People professionals also play an important role in improving employee engagement and retention. Nexxobyte has experienced the loss of valuable staff, which suggests issues with employee experience and development opportunities. I would introduce structured development planning, ensure equal access to learning opportunities and encourage regular one-to-one meetings between managers and employees. These actions would support employee growth and help retain key talent.

Additionally, people professionals act as strategic advisors to leadership teams. Aisha has identified concerns about the lack of structure and management capability within the organisation. In this role, I would work closely with Aisha and Kit to align people practices with business growth, support workforce planning and implement scalable processes suitable for a growing software company. This would help Nexxobyte move from informal practices to a more structured and professional approach.

Finally, being a people professional involves promoting ethical and inclusive practice. The inconsistent access to learning and different working arrangements across teams could create perceptions of unfairness. I would ensure decisions are transparent, consistent and based on organisational needs, while also supporting employee wellbeing and inclusion. In addition, people professionals support organisational performance by using people data to inform decision-making. At Nexxobyte, analysing information such as employee turnover,

engagement feedback and training participation would help identify areas of risk and improvement. Using this data, I would provide evidence-based recommendations to leadership, ensuring people practices support both employee experience and business growth. This would further strengthen consistency, transparency and strategic workforce planning.

In summary, as a people professional at Nexxobyte I would contribute by introducing consistent procedures, developing management capability, improving employee engagement and supporting strategic growth. These actions would address the current challenges identified in the case study and help create a more structured, fair and effective people management approach.

Question 2

(AC 1.2)

Two personal or ethical values and how they inform people practice at Nexxobyte

Two key personal and ethical values that will guide my work as HR/L&D Adviser at Nexxobyte are integrity and fairness. Consistently applying these values will support transparent decision-making, build trust, and help create consistent people practices across the organisation.

Integrity is essential in establishing credibility as a people professional. Acting with integrity means being honest, evidence-based, and consistent when advising managers and employees. At Nexxobyte, where teams currently operate differently and there are concerns about inconsistent practices, integrity will inform my approach to developing fair policies, communicating clearly about decisions, and challenging poor practice where necessary. For example, I would ensure that decisions about recruitment, learning and development opportunities, and performance management are based on objective criteria rather than personal preference. This supports ethical practice, strengthens employee trust, and aligns with the CIPD professional principle of acting with professionalism and accountability.

Fairness is also critical in promoting equality and inclusion across the organisation. Applying fairness means ensuring all employees have equal access to opportunities, consistent treatment, and clear expectations regardless of team or manager. At Nexxobyte, this would involve introducing consistent procedures for training access, working arrangements, and performance management. By doing so, employees are more likely to feel valued and respected, which can improve engagement, reduce complaints, and support retention. Fair practice also helps reduce risk for the organisation by ensuring decisions are transparent and defensible.

Together, integrity and fairness will enable me to deliver consistent, ethical, and inclusive people practices at Nexxobyte, supporting both employee wellbeing and organisational performance.

Question 3

(AC1.3)

Being a firm voice for people practice means communicating confidently, clearly, and using evidence to influence decision-makers to adopt fair and effective people management approaches. At Nexxobyte, this is particularly important because the organisation currently lacks consistent procedures, management capability, and equitable access to learning and development. Communicating in an informed and assertive way helps ensure people risks are identified, good practice is implemented, and decisions consider both employee wellbeing and business performance.

It is important to communicate in this way because people professionals have a responsibility to challenge poor or inconsistent practices and provide expert advice. By presenting data, employee feedback, and examples of best practice, I can help managers understand the benefits of change and reduce resistance. For example, highlighting how inconsistent training opportunities have led to complaints and staff turnover would support the case for a fair L&D approach. Acting as a firm voice also helps build credibility, showing that people practice contributes strategically rather than only providing administrative support.

If I were unable to communicate in this way, there could be consequences for both myself and Nexxobyte. For me, failing to speak confidently and challenge poor practice could reduce my professional credibility and influence. Managers may not view the people function as a trusted advisor, and important issues such as inconsistent management approaches may continue unaddressed. This could also conflict with professional expectations to act with integrity and courage.

For Nexxobyte, the consequence could be the continuation of inconsistent practices across teams, leading to employee dissatisfaction, complaints, and possible loss of valuable staff. Without a strong people voice, decisions may prioritise short-term operational needs over fair and sustainable people management. This could negatively affect engagement, productivity, and the organisation's reputation, ultimately impacting business performance.

Question 4 (AC 1.4)

As a people professional, it is important to act promptly, objectively, and confidentially when concerns about unethical or illegal behaviour arise. The CIPD professional principles emphasise acting with integrity, challenging inappropriate behaviour, and promoting fairness. In both situations at Nexxobyte, I would follow organisational procedures where available, gather facts, and escalate appropriately while maintaining professionalism and confidentiality.

Situation 1: Manager approving training only for 'favourite' team members

This situation suggests unfair and potentially discriminatory practice. I would first gather information to understand the scope of the issue. This may include reviewing training records, speaking confidentially with the administration staff, and identifying whether there is a pattern of unequal access. I would ensure that my approach is evidence-based rather than relying on assumptions.

Once I had sufficient information, I would raise the concern with the manager in a

professional and non-accusatory way. I would explain the importance of fair and consistent access to development opportunities and outline the risks of perceived favouritism, such as reduced morale, disengagement, and potential grievances. I would encourage the manager to adopt transparent criteria for allocating training and offer support in implementing a consistent learning and development approach.

If the behaviour continued or appeared intentional, I would escalate the matter to senior leadership (Aisha or Kit) and recommend introducing clear guidance or a policy for fair allocation of training. This would help prevent future inconsistencies and ensure equitable opportunities for all employees.

Situation 2: Former employee using company time and equipment for their own business
This situation involves potential misconduct and possibly illegal activity, so it would require a more formal approach. I would first gather factual information, such as what occurred, when it happened, and whether there is any documentation or witness accounts. It would be important to maintain confidentiality and avoid making assumptions until facts are confirmed.

I would then raise the issue with senior management, as this type of behaviour represents misuse of company resources and may require formal investigation. If the employee were still employed at the time, I would recommend following a formal disciplinary process in line with ACAS guidance, ensuring fairness and consistency. This would include investigating the allegations, allowing the employee to respond, and documenting decisions.

In addition, I would review whether the organisation had clear policies relating to use of company time, conflicts of interest, and standards of conduct. If these were missing or unclear, I would recommend implementing them to prevent similar issues in future. This would support transparency, protect the organisation, and set clear expectations for employees.

By addressing both situations in a professional, evidence-based, and confidential manner, I would promote ethical practice, fairness, and accountability at Nexxobyte.

Question 5 (AC 2.1)

While Nexxobyte is currently performing well financially, relying on informal practices rather than fair and inclusive people policies can create significant long-term risks. Research consistently shows that when employees feel included, valued, and fairly treated, organisations benefit from higher engagement, improved performance, and stronger retention. As a people professional, it is important to communicate that policies and fair processes are not barriers to performance, but enablers of sustainable success.

From a human perspective, fairness and inclusion contribute to employee wellbeing, motivation, and job satisfaction. According to Abraham Maslow's Hierarchy of Needs, individuals are motivated when their psychological needs such as belonging, esteem, and recognition are met. Fair treatment and inclusive practices help employees feel respected and valued, which increases motivation and commitment. Similarly, Frederick Herzberg's Two-Factor Theory suggests that factors such as recognition, achievement, and growth

opportunities improve satisfaction. When employees perceive unfair access to opportunities or inconsistent treatment, dissatisfaction increases, leading to disengagement and complaints.

In addition, John Stacey Adams' Equity Theory highlights that employees compare their treatment with others. If they believe they are treated unfairly, they may reduce effort, withdraw, or seek employment elsewhere. At Nexxobyte, inconsistent training access and working arrangements could create perceptions of inequity, which may explain the complaints and loss of valuable staff. Ensuring fairness and inclusion therefore supports morale and encourages employees to contribute fully.

There are also clear business benefits. When employees feel valued and included, engagement increases, which is linked to improved productivity and performance. Inclusive workplaces also benefit from greater collaboration, knowledge sharing, and innovation. For a growing software development company like Nexxobyte, retaining skilled engineers is critical; fair and transparent people practices can reduce turnover and associated recruitment costs. Furthermore, consistent policies help managers make better decisions, reduce conflict, and minimise legal or reputational risks arising from perceived unfairness.

Clear people policies also do not need to be restrictive. Instead, they provide guidance while still allowing flexibility. For example, a fair learning and development framework ensures equal access while enabling managers to prioritise business needs. This balance supports both operational performance and employee satisfaction.

In summary, research and theory show that employees who feel included, valued, and fairly treated are more motivated, engaged, and productive. Implementing consistent people practices at Nexxobyte will therefore support employee wellbeing while strengthening organisational performance, helping the company sustain its current success rather than relying on informal and potentially inconsistent approaches.

Question 6 (AC 2.2)

Evidence-based practice involves using reliable data, research, professional expertise, and stakeholder feedback to inform decisions rather than relying on assumptions or personal opinion. For people professionals at Nexxobyte, this approach would help ensure that decisions about learning and development, employee experience, and management practices are fair, effective, and aligned with organisational goals.

One way evidence-based practice can be used is through people data and metrics. For example, Nexxobyte has experienced complaints about inconsistent access to development opportunities and the loss of valuable staff. By analysing turnover data, training participation rates, employee feedback, and performance outcomes, I could identify patterns and determine whether certain teams are receiving fewer opportunities. This would allow me to present objective evidence to senior leaders and recommend targeted improvements, such as introducing a fair L&D framework.

Another important source of evidence is employee voice. Gathering feedback through

surveys, one-to-ones, or exit interviews would help understand employee perceptions about fairness, inclusion, and management practices. For example, if exit interviews show that employees are leaving due to lack of development opportunities, this would support the case for implementing consistent learning and development policies. Using employee voice ensures decisions reflect real experiences rather than assumptions.

Evidence-based practice also includes using external research and best practice guidance. Professional resources such as CIPD guidance can inform decisions about engagement, inclusion, and performance management. For example, research shows that employees who feel valued and treated fairly are more engaged and productive. Applying this evidence would support recommendations for consistent policies and transparent processes across Nexxobyte.

Finally, professional expertise and judgement are also part of evidence-based practice. As an HR/L&D Adviser, I would combine organisational data, employee feedback, and research with my own professional knowledge to recommend appropriate solutions. This balanced approach helps ensure decisions are practical, ethical, and aligned with business needs.

Using evidence-based practice at Nexxobyte would lead to better decision-making, improved consistency, and increased trust in the people function. It would also help demonstrate the value of people practice in supporting organisational performance and employee wellbeing.

Question 7 (AC 2.3)

To review my behaviour against the CIPD associate-level standard for working inclusively, I reflected on my own practice and gathered feedback from a colleague I work closely with in a team environment. This individual was chosen because they regularly observe my communication style, teamwork, and approach to supporting others. Their feedback helped me compare my self-perception with how my behaviour is experienced by others.

Through my self-reflection, I identified that I demonstrate inclusive behaviour by treating colleagues with respect and valuing different perspectives. I actively listen during discussions and encourage quieter team members to share their ideas. I also try to adapt my communication style depending on the individual, ensuring instructions and information are clear. My colleague confirmed that I am approachable and supportive, and that I create a comfortable environment where others feel able to ask questions or raise concerns.

However, the feedback also highlighted an area for improvement. While I am supportive and respectful, I sometimes avoid challenging others when I disagree with decisions, particularly when more senior colleagues are involved. This can limit my contribution to inclusive decision-making, as working inclusively also involves constructively challenging ideas to ensure all perspectives are considered. I recognised that being more confident in expressing alternative viewpoints would strengthen my inclusive behaviour.

Overall, the review showed that my strengths lie in respectful communication, collaboration, and openness to different perspectives. My development area is building confidence to

challenge constructively and contribute more actively to inclusive decision-making. To further develop my inclusive working practice, I will actively seek opportunities to contribute more confidently in discussions and challenge ideas respectfully. This may involve preparing points in advance of meetings, using evidence to support my views, and ensuring that alternative perspectives are considered. I will also request feedback from colleagues on my communication style to monitor progress. By taking these steps, I can strengthen my ability to work inclusively while ensuring that decision-making benefits from a wider range of perspectives.

Question 8 (AC 3.1)

One way the people profession is evolving is the increased use of people analytics and evidence-based decision-making. Organisations now expect people professionals to use workforce data to inform decisions about engagement, retention, and performance. This shift means that HR practitioners must be comfortable interpreting data and using insights to influence managers. The implication for my professional development is that I need to strengthen my analytical skills, including understanding HR metrics, interpreting trends, and presenting data clearly. Developing this capability will help me provide more strategic and evidence-based recommendations.

A second way the people profession is evolving is the growing focus on employee experience and wellbeing. Organisations are increasingly recognising the link between employee wellbeing, engagement, and organisational performance. This means people professionals are expected to support inclusive cultures, flexible working, and positive employee experiences. The implication for my development is that I need to build my knowledge of engagement strategies, wellbeing initiatives, and inclusive practice. This will enable me to support employees effectively and contribute to creating a positive working environment.

A third way the people profession is evolving is the increasing use of HR technology and artificial intelligence. People professionals are now expected to use digital systems for recruitment, performance management, and workforce planning. This means developing my digital skills and understanding how technology can improve efficiency while maintaining a positive employee experience

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These developments highlight that the people profession is becoming more strategic, data-driven, and employee-focused. To remain effective, I need to continue developing both analytical skills and knowledge of inclusive people practices.

These changes also mean that people professionals must continuously update their knowledge and skills to remain effective. For example, understanding digital tools, data dashboards, and HR systems will become increasingly important for supporting

organisational decision-making. In addition, the growing emphasis on employee wellbeing requires people professionals to understand mental health awareness, flexible working practices, and inclusive leadership approaches. Developing these capabilities will help me contribute more strategically and support both employee experience and organisational performance.

Question 9 (AC 3.2)

Based on my reflections in Q7 and the developments identified in Q8, I have identified several strengths, weaknesses, and development areas relevant to people practice.

One of my key strengths is communication and relationship-building. I am approachable, supportive, and able to build trust with colleagues. This is important in people practice, where employees must feel comfortable sharing concerns and seeking guidance. My ability to listen actively and consider different viewpoints supports inclusive working and collaboration.

Another strength is my fair and respectful approach. I aim to treat everyone consistently and consider the impact of decisions on others. This aligns with ethical people practice and helps promote a positive working environment.

However, one weakness I identified is confidence in challenging others, particularly more senior colleagues. In people practice, it is important to provide constructive challenge and act as a voice for fair and consistent practice. Avoiding difficult conversations may reduce my effectiveness in influencing decisions.

Another development area is data and analytics capability. As the profession becomes more evidence-based, I need to improve my ability to interpret people data and use it to support recommendations. This will strengthen my credibility and enable me to make more informed decisions.

To improve in these areas, I will focus on developing confidence in influencing skills and improving my understanding of people analytics. These development areas will support my growth as an effective people professional.

To build on these areas, I will actively seek opportunities to practise influencing skills, such as contributing ideas during meetings and supporting recommendations with evidence. I will also improve my data literacy by reviewing basic people metrics and learning how these inform decisions. Strengthening these capabilities will enhance my confidence, improve my professional credibility, and support my development as an effective people professional.

Question 10 (AC 3.3)

One development activity I will undertake is completing a people analytics or HR metrics online course. This will help me understand how to interpret workforce data, identify trends,

and support evidence-based decision-making. Improving my analytical skills will enable me to contribute more effectively to organisational decisions and strengthen my professional credibility. I plan to complete this within the next six months and apply the learning by analysing basic workforce data such as absence or turnover trends.

The second development activity is seeking opportunities to practise influencing and challenging skills, such as participating more actively in team meetings or leading discussions. I will focus on constructively sharing my perspective and supporting my views with evidence. This will help me build confidence in providing professional challenge and contributing to decision-making. I will also seek feedback from colleagues and managers to evaluate my progress.

These activities were chosen because they directly address my development areas of confidence in challenging others and improving analytical capability. Completing them will support my effectiveness as a people professional.

I will monitor progress by setting clear goals and reviewing my development regularly. This may include reflecting after meetings where I have contributed more actively and seeking feedback from colleagues. I will also apply learning from the analytics course by reviewing available data and identifying trends. These actions will help ensure that my development activities lead to measurable improvements in my behaviour and performance.

Question 11 (AC 3.4)

What I did:

Completed modules relating to people practice, ethics, and inclusive working.

What I learned:

I developed knowledge of the CIPD Profession Map, inclusive behaviours, and the importance of ethical decision-making. This helped me understand the responsibilities of people professionals and the importance of fairness and consistency.

Impact on behaviour:

I became more aware of treating individuals fairly, listening to different perspectives, and considering the impact of decisions on others.

Impact on performance:

This improved my confidence in applying people practice principles and supporting inclusive working.

Activity 2: On-the-job teamwork experience

What I did:

Worked collaboratively within a team environment and supported colleagues with tasks and communication.

What I learned:

I improved my communication skills, learned to adapt my approach for different individuals, and recognised the importance of encouraging participation from all team members.

Impact on behaviour:

I became more approachable and supportive, encouraging others to share ideas and contribute.

Impact on performance:

Team collaboration improved and I became more confident in supporting inclusive working practices.

References (Q1–Q6)

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