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**Evidence Based Practice**

**CIPD number: 89415482**

**Report (Wordcount:2796)**

**(AC1.1)**

The purpose of this report is to provide an understanding of Evidence Based Practice and how it is embedded into the workplace and used for individuals as people practitioners to make effective decisions within own workplace (organisation) or within a professional setting. The aim of this report is to also provide an insight on how data sets can support in the decision making process.

To demonstrate knowledge gained and to support the information in this report multiple sources have been used to provide a balanced background. The sources include the following: CIPD Website, CIPD Factsheets, Podcasts, news articles and websites.

It's recommended to look at all of the evidence available to enable people practitioners to take a balanced varied approach. This will enable effective decision making and provide a more positive outcome for problem solving.

As professionals in the workplace we are met with the challenge of making difficult decisions and this needs to be fair and consistent.

The profession Map (CIPD, 2023) is a key tool that outlines a fair and consistent approach and its three values are:

- Principles-led – going beyond policy and process (Having more of a personal approach)
- Evidence – based – using a range of evidence and expertise to make decisions (i.e journals, organisational data)
- Outcomes – Driven – focusing on work which creates value for people and organisations (Ultimately providing a better place to work and more conducive environment)

It can be argued that using your personal approach and reliable sources to make a more rounded decision. HR Magazine (2015) highlights that we should not limit ourselves to one source of evidence. It provides the overview that whilst data is relevant we should also use scientific literature as it provides a more indepth overview behind the numbers of the organisation. Evidence based practice involves the decision making that ultimately has an impact on an individuals livelihood.

The variation of sources that can be used for evidence are as follows#:

- Scientific and literature – recruitment and selection process – anonymity is now used for sourcing and selection of candidates for NHS process
- Organisational data – information from digital platforms used internally using employee information i.e equality and diversity, age and gender

- Expertise and judgement of practitioners – using examples based on previous experience
- Stakeholders both internal and external – comparing this to the organisation I work in this will be members of the public, committee members for workforce groups, agencies and partners.

### Why do we need evidence based practice?

Article CIPD, 27<sup>th</sup> April 2023 highlights that there could be potential barriers such as fads and too much information available when using evidence practice. It discusses the different type of common biases

### **(AC 1.2)**

Organisations are able to use a varied range of Analysis tools to assess issues and to take a rationalised approach to making decisions. SWOT and PESTLE are both examples of Environmental analysis tools and each have their own strengths and weaknesses.

SWOT stands for – Strengths, Weaknesses, Opportunities and Threats analysis. The use of this provides insight into looking at the strengths and weaknesses of the organisations capabilities and provides insight as to whether the organisation has an downfalls/threats. This will allow you to minimise the risks of negative impact and provide a more varied overview to look at the issue in its entirety.

PESTLE stands for Political, Economic, Social, Technological, Legal and Environment. This is a key tool used to assess the performance of the organisation and to understand more around the environment in which we are working. This can provide the opportunity to impact change, and drive sustainable decision making to help navigate on what is critical and important to help business deliver on better performance. (CIPD, 2024) provides a completed Pestle Example to consider the external factors such as looking at policies, inflation, consumer buying, innovation, local labour law, and sustainable resources for the retail industry. All of the examples provide a relatable source to people practice and how we can insure that using such a tool is relevant to people practice to ensure we work to deliver on reducing risk, to spot trends. (CIPD,2024) also refers to using Pestle tool alongside other techniques such as SWOT mentioned above to ensure that all scenarios are being reviewed. Pestle does encourage you not to get too ‘hung up on the detail’ by overcomplicating fact with overanalysing and to have a balanced approach rather than over assuming.

Havard Business Review (2008) also highlights how the Porters Five Forces can also be used to understand the organisation structure and to understand competition for an effective organisation.

Porters Five Forces: (Porters five forces can be used for an organisation of any size)

Threats of New Entrants

Bargaining Power of Buyers

Bargaining Power of Suppliers

Threats of new substitutes

## Competitive Rivalry

To summarise the above tools such as PESTLE and SWOT alongside Porters Five Forces can be used alongside each other to help deliver on positive outcomes for both staff and the organisation. To make this relevant to people practice Using SWOT analysis for internal understanding of how your staff feel in the workplace and what the organisation is like to work for could be undertaken as apart of a staff survey or questionnaire. Using this as a comparative to the organisation I work in every year the NHS provide the opportunity for staff to give feedback via 'NHS Staff Survey' / the use of exit interviews prior to a staff member leaving the organisation to try and retain the member of staff.

(Harvard Business Review -2016) provides an insight into the use of 'Making Exit Interview Count' and outlines how this is a key tool that can provide strong background on knowledge to retain staff. By using this across the organisation it will provide more of a positive outcome and provide a range of data on how the staff are feeling alongside providing a rounded viewpoint on whether a higher salary, or whether a different leadership approach could have retained them.

### **(AC1.3)**

Critical thinking is used for problem solving and using analysis to make effective decisions. Its practice is intended to reflect on sources available such as data and to draw on evidence based conclusions and supported assumptions (Armstrong and Taylor 2017)

It helps us to reflect on ideas, opinions and arguments of others. This can help us solve complex problems and make better decisions.

(Howlett and Coburn (2019) critical thinking shows how well we reflect on ideas, and opinions.

Three key parts:

Critiquing ideas of others and arguments

How they construct arguments

Understand how others use critical thinking

It outlines that there are some instances where you may have prepared for a meeting and during the session the discussion was distracted and taken off track. It needs to be identified 'in the moment' to ensure that you are making key decisions with the right people at the right time.

To develop critical thinking ability it can take development over time and to identify errors earlier on and not to take things personally.

There maybe some instances where people practitioners 'cherry pick' to make decisions. It helps us to use our listening skills and to identify when you aren't being listened to at a key moment and to stay on track to avoid delaying a decision being made.

Diverse considerations and take other peoples viewpoints.

Problems – bit more thought as they are a bit unfamiliar and need further input. Learning in a new technological background – AI.

Common errors:

Hasty generalisation – jumping to conclusions – think we know what the answer is straight away.  
Need to question the assumptions

Necessary and sufficient conditions – development of a proposal –

Appeals – appeals to history – we have always done it this way historically

Appeals to popularity

#### **(AC 1.4)**

Decision making uses facts information and analysis, data and step by step procedures to make a decision.

This involves taking onboard varying view points if working together in a group and is an opportunity to look at all opinions. It can create bias if it is not done effectively and cause a group to go with a majority based decision.

CMI (2020) Highlights that due to work conditions and face paced environment quick decisions are made and it can be difficult to make effective decisions within an organisation. To make a rationalised decision you need to be able to review all information available, listen to one another and communicate effectively.

Mind Tools ( 2024) outlines the approach as follows:

Situation Appraisal – identify issues and outline whats important

Problem Analysis – find the problem or concern and take time to evaluate by identifying and evaluating the causes.

Decision Analysis – Review and evaluate by performing a benefits and risk analysis on how this could impact the decision making process

Potential Problem Analysis – Review the overall decision and take time to evaluate each of the steps and compile a step by step evaluation to come to an overall decision

Making decisions can involve emotional thoughts and feelings and can prove that making decisions can be difficult. In particular where you are needing to remain professional and ethical. (CIPD 2020) provides insight into making difficult decisions and provides guidance on remaining ethical.

De Bonos Six Thinking hats (1987) was written to provide an overview on a balanced approach to encourage all factors to make effective decisions

The aim of the Six Thinking Hats is to review six different thinking themes each all have a different colours. The Blue Hat is for thinking out the process this can be applied by making key action notes and mindmapping. The Green Hat is used for generating ideas this can be done as a group. Red hat is for intuition and feelings it enables members of the group to express how they are feeling and thinking. Yellow hat is for benefits and values this will help the group focus on a positive outcome towards the decision being made. Black hat is for Caution this can be used when discussing the risks within decision making. White hat is for Information to understand what sources are available and what potential gaps there could be.

Using the above theme can encourage the people practitioner to look at other peoples view points, the impact and benefits of the decision not only for individual but how it could impact them, colleagues and the wider workplace. It is key to remain fair and consistent. Within an organisation as a people practitioner you are making decisions that impact on an individuals livelihood and it is paramount to ensure that the right decision is made.

The CMI (2019) outlines the forcefield analysis a situation and the forces that drive and resists the change. This process can also be used in driving change within an organisation. In terms of people practice this could be whether you are implementing a change in policy/procedure. Force Field analysis also highlights that opposing forces and influences are balanced needing to be balanced. This will ensure that the evidence and proposal for change need to outweigh those oppose to change.

Within a people setting such as a HR Function driving positive change could be where you are implementing a policy such as Flexible working policy. This policy has to be a thought through process for both the business and individual. Using analysis tools to understand how it impacts the individual, the risks to granting i.e potential shortage with resource and delivering key targets all need to be considered. All options need to be thought through and this can be done through open discussion, evaluating the benefits and disadvantages of granting the request, and the risks of granting/not granted need to be throughout and measured fairly. In order to make a clear decision you are able to use stakeholders opinions, other analysis tools such as SWOT (Strengths, Weaknesses, Opportunities & Threats)

Through using the above three analysis tools collectively the people practitioner can consider that they are making a fair and balanced decision for all parties included. This will ultimately provide a conducive and sought after environment for the employee/employer.

### **(AC 1.5)**

Ethics form a part of ensuring that we are making the right decision based on our values and beliefs. Each organisation will have this built into its values and is apart of their strategy and corporate social responsibility. Using my own organisation as an example (NHS, Swansea Bay University Healthboard) we have a duty of care to patients, staff and its families in the communities we serve. To ensure that the decisions we make are consistent and fair.

CIPD (2015) provides assistance to people practitioners and the eight ethical lenses can be used as reference for consistency in decision making. The eight lenses are outlined as follows: Fairness Lens, Merit Lens, Market Lens, Democracy Lens, The Wellbeing Lens, Rights & Duties Lens, Character Lens & Handing Down Lens. As an organisation it is key to ensure that we are remaining fair and consistent and taking into consideration people's feelings within the workplace. HR Function should provide a safe and fair approach when making decisions and create an environment of trust for both its consumers and staff.

There are three ethical perspectives which I will refer to and how they are applied in influencing during the decision making process.

Utilitarianism - determined on morals that focus on happiness and oppose actions that cause harm

Altruism - doing something without expectation for return

Deontology - distinguishing between right and wrong

BBC (2014) highlights Deontological ethics and how right and wrong are referred to. Individuals are expected to act in the correct way and do the right thing. An example of using this in the workplace could be a code of conduct for staff often referred to as a staff handbook which outlines the organisation's expectations for an employee. This is designed to proactively promote positive behaviours within the workplace and limit the consequence of malpractice and having to address concerns. Individuals who live by Deontological ethics live by the rules of it is wrong to lie, cheat and steal.

HR Magazine (2019) - provides an insight into ethics in HR. Organisations run the hope that individuals will do the right thing based on their intuition however the workplace also has a key part to play to ensure that this is followed by implementing guidelines and policies. The ethics and values of your organisation should follow closely to the individual's own beliefs. Posing the question that if they don't then perhaps the organisation is not the right fit for the employee.

As a people practitioner it is important to consider wellbeing and enjoying supporting members of staff to thrive. Altruism ethics play a key part in this by working towards gaining a safe and pleasant environment for members of staff to help deliver staff satisfaction which can lead to positive impact on the organisation or business performance. In today's environment Mental Health is a key aspect to ensure positivity and positive wellbeing within the workplace is promoted. Deloitte (2017) drives the focus for ensuring that wellbeing is centre to delivering positivity within the workplace to increase morale and that an environment meets a certain standard of morals for its employees.

### **(AC 3.1)**

Financial performance within an organisation - This provides insight into the organisation's value and how the business is performing against budget and you can measure the profit, shareholder value and if cost effective decisions are being made. Within the Healthcare setting as an example within my own organisation each year we have had to prepare a business case 'request for funding' for a recruitment project. Regular meetings are held with finance colleagues to provide a financial summary on number of nurses recruited against the cost per nurse i.e £11,000. Based on 23/2024 the business case was set aside for £3.5M and total spend was £2.7M at year end. Proctors & Gambles (2018) highlights an example of how a pharmaceutical company were deemed to be focussing just on the financial aspect. However the longevity of the company surviving fell short as it required high turnover of staff, and the need for deeper analysis tools to ensure they were economical.

Non Financial performance within an organisation – this will be based on customer satisfaction, and service delivery times to delivery on a project. This has an impact as whilst the financial element is to be considered the non financial part help the overall success of deliverance. This can be tracked through KPIs and regular reviews. PWC (2020) highlights non financial measures and how they can be used across organisations to help create trust, purpose, to maintain internal controls and to also adhere to a professional standards.

All of the above are applicable to people practitioners when considering how the overall organisation is performing and how it can improve.

### **AC (3.2) - Unanswered**

## **Task 2**

### **(Word count 970)**

### **(AC 2.1, 2.2, 2.23)**

CIPD (2021) highlights that using data is beneficial to enable a balance approach when making evidence based decisions. You are able to take a more in depth approach and looking at what are telling you within your organisation. This could include salary ranges, age demographic, ethnicity and common trends.

Within a HR setting people practitioners need to understand trends across the organisation to understand areas of risk and also to understand what is impacting performance.

CIPD (2024) confirms the benefits of using qualitative and quantitative data.

The two types of data explained when making decisions and understanding the organisation more in depth are as follows:

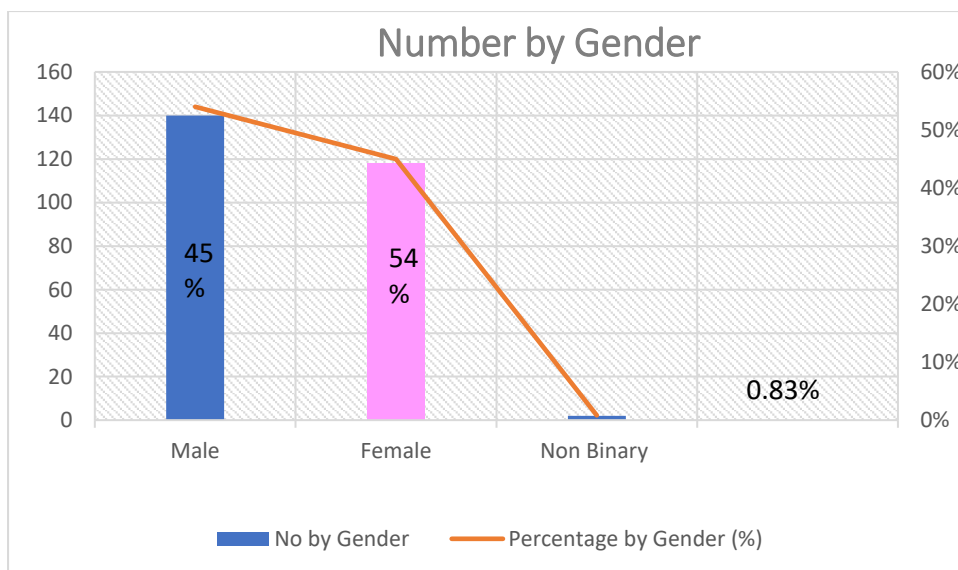
Quantitative data – is the number of a particular of data available such as number of employees, and number of gender.

Qualitative data – This is the quality of the data the reasoning of something. This can be used during interviews or annual performance reviews.

**Table 1:**

**Number of staff by Gender**

| Gender     | No by Gender       | Percentage by Gender (%) |
|------------|--------------------|--------------------------|
| Male       | 140                | 54%                      |
| Female     | 118                | 45%                      |
| Non Binary | 2                  | 0.83%                    |
|            | <b>Total - 260</b> |                          |



The above graph confirms the percentage of gender per type across the organisation it shows that the highest gender group is Female at 54%, followed by Male at 45%, lastly non-binary is at 0.83%.

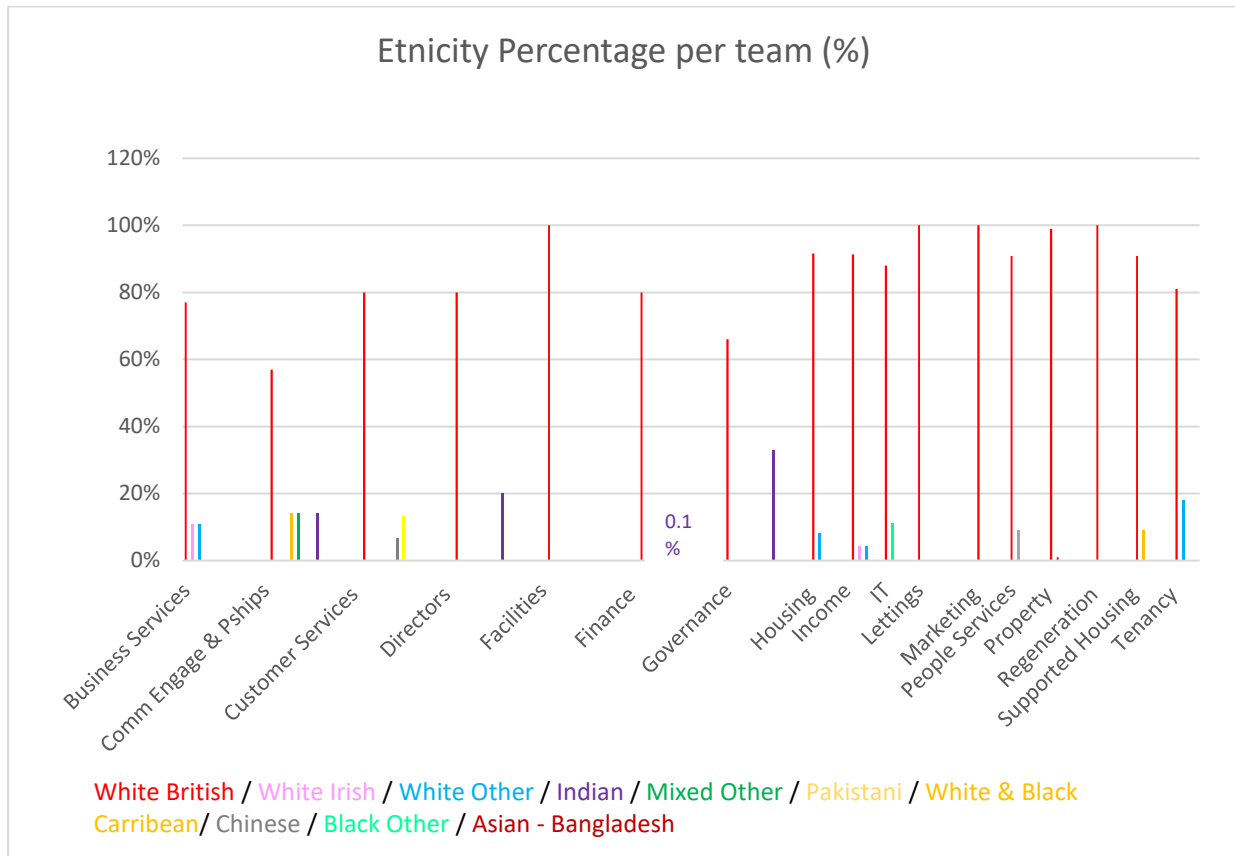
b) Ethnicity per team:

| Team              | Ethnicity     | Percentage per team (%) |
|-------------------|---------------|-------------------------|
| Business Services | White British | 77%                     |

|                                 |                           |        |
|---------------------------------|---------------------------|--------|
|                                 | White Irish               | 11%    |
|                                 | White Other               | 11%    |
|                                 | White and Black Carribean |        |
|                                 | Mixed - Other             |        |
|                                 | Chinese                   |        |
|                                 | Pakistani                 |        |
|                                 | Indian                    |        |
|                                 | Black - Other             |        |
|                                 | Asian - Bangladesh        |        |
| <b>Comm Engage &amp; Pships</b> |                           |        |
|                                 | White British             | 57%    |
|                                 | White Irish               |        |
|                                 | White Other               |        |
|                                 | White and Black Carribean | 14.28% |
|                                 | Mixed - Other             | 14.28% |
|                                 | Chinese                   |        |
|                                 | Pakistani                 |        |
|                                 | Indian                    | 14.28% |
|                                 | Black - Other             |        |
|                                 | Asian - Bangladesh        |        |
| <b>Customer Services</b>        |                           |        |
|                                 | White British             | 80%    |
|                                 | White Irish               |        |
|                                 | White Other               |        |
|                                 | White and Black Carribean |        |
|                                 | Mixed - Other             |        |
|                                 | Chinese                   | 6.66%  |
|                                 | Pakistani                 | 13.33% |
|                                 | Indian                    |        |
|                                 | Black - Other             |        |
|                                 | Asian - Bangladesh        |        |
| <b>Directors</b>                |                           |        |
|                                 | White British             | 80%    |
|                                 | White Irish               |        |
|                                 | White Other               |        |
|                                 | White and Black Caribbean |        |
|                                 | Mixed - Other             |        |
|                                 | Chinese                   |        |
|                                 | Pakistani                 |        |
|                                 | Indian                    | 20%    |
|                                 | Black - Other             |        |
|                                 | Asian - Bangladesh        |        |
| <b>Facilities</b>               |                           |        |
|                                 | White British             | 100%   |

|                          |                           |        |
|--------------------------|---------------------------|--------|
|                          | White Irish               |        |
|                          | White Other               |        |
|                          | White and Black Caribbean |        |
|                          | Mixed - Other             |        |
|                          | Chinese                   |        |
|                          | Pakistani                 |        |
|                          | Indian                    |        |
|                          | Black - Other             |        |
|                          | Asian - Bangladesh        |        |
| <b>Finance</b>           |                           |        |
|                          | White British             | 80%    |
|                          | White Irish               |        |
|                          | White Other               |        |
|                          | White and Black Caribbean |        |
|                          | Mixed - Other             |        |
|                          | Chinese                   |        |
|                          | Pakistani                 |        |
|                          | Indian                    | 0.10%  |
|                          | Black - Other             | 0.10%  |
|                          | Asian - Bangladesh        |        |
| <b>Governance</b>        | White British             | 66%    |
|                          | White Irish               |        |
|                          | White Other               |        |
|                          | White and Black Caribbean |        |
|                          | Mixed - Other             |        |
|                          | Chinese                   |        |
|                          | Pakistani                 |        |
|                          | Indian                    | 33%    |
|                          | Black - Other             |        |
|                          | Asian - Bangladesh        |        |
| <b>Housing</b>           | White British             | 91.66% |
|                          | White Other               | 8.33%  |
| <b>Income</b>            |                           |        |
|                          | White British             | 91.30% |
|                          | White Irish               | 4.34%  |
|                          | White Other               | 4.34%  |
| <b>IT</b>                | White British             | 88%    |
|                          | Black Other               | 11.11% |
| <b>Lettings</b>          | White British             | 100%   |
| <b>Marketing</b>         | White British             | 100%   |
| <b>People Services</b>   | White British             | 90.90% |
|                          | Chinese                   | 9.09%  |
| <b>Property</b>          | White British             | 98.98% |
|                          | Pakistani                 | 1.01%  |
| <b>Regeneration</b>      | White British             | 100%   |
| <b>Supported Housing</b> | White British             | 90.90% |

|                |                           |        |
|----------------|---------------------------|--------|
|                | White and Black Caribbean | 9.09%  |
| <b>Tenancy</b> | White British             | 81%    |
|                | White Other               | 18.18% |

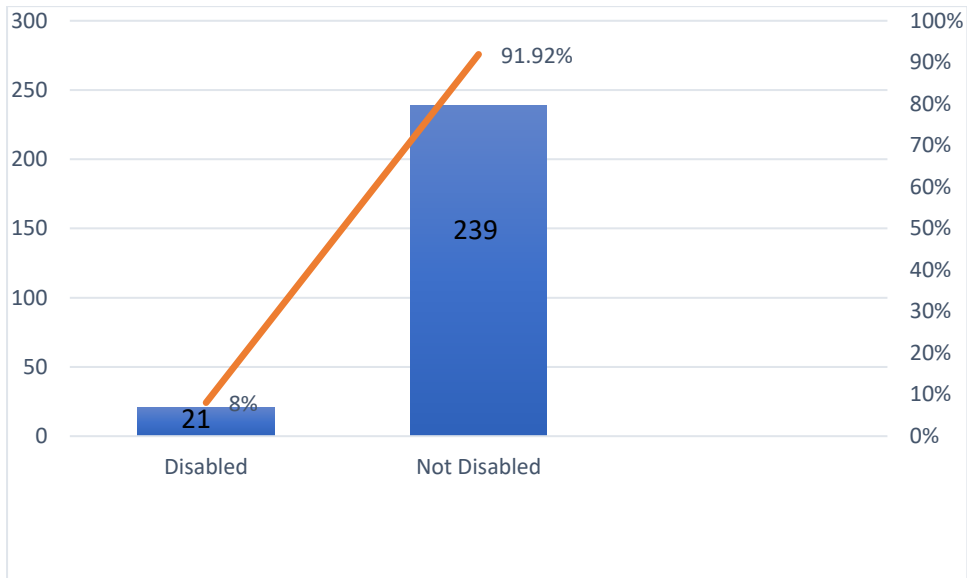


The above graph shows ethnicity as a percentage across teams within the overall organisation. The highest percentage is 100% White British within Facilities team. People Services 98.9%, Housing 91.66%, Support Housing 90.9%. The lowest percentage of ethnic groups across the organisation are Black -other at 0.10% in Finance, White – Irish at 4.34% in Income Team, Chinese just at 6.6% in customer services, Black-other at 11.11% in IT, White & Black Caribbean at 9.09% in Support Housing.

### **C) - Disability as an organisation:**

| Disability as organisation | Number of employees | Disability % |
|----------------------------|---------------------|--------------|
|----------------------------|---------------------|--------------|

|                    |     |        |
|--------------------|-----|--------|
| Disabled           | 21  | 8%     |
| Not Disabled       | 239 | 91.92% |
| <b>Total - 260</b> |     |        |



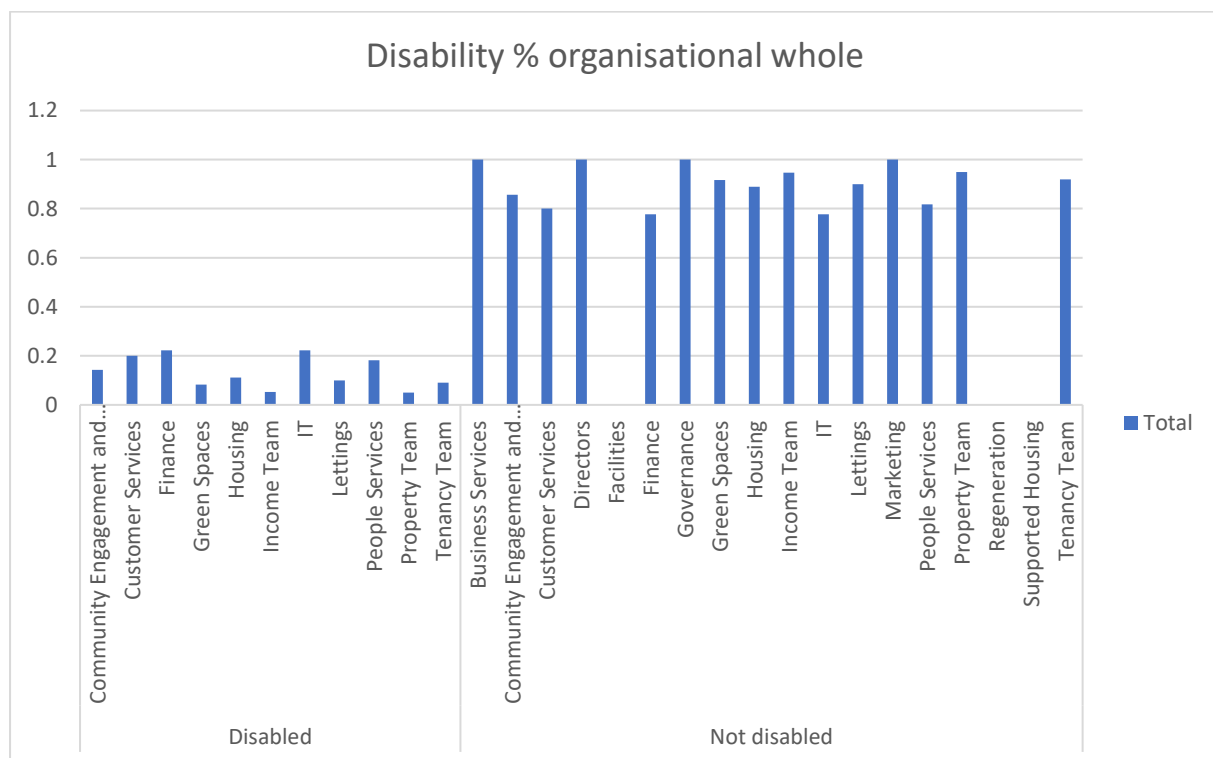
The above chart shows the overall number of employees as a whole which is 260. The number of disabled staff is 8% (21) and staff who are not disabled is 91.92% (239)

#### **Disability Per Team**

| <b>Disability</b>                     | <b>Sum of Percentage by Team</b> |
|---------------------------------------|----------------------------------|
| <b>Disabled</b>                       | <b>1.4574</b>                    |
| Community Engagement and Partnerships | 0.1428                           |
| Customer Services                     | 0.2                              |
| Finance                               | 0.2222                           |
| Green Spaces                          | 0.0833                           |
| Housing                               | 0.1111                           |
| Income Team                           | 0.0526                           |
| IT                                    | 0.2222                           |
| Lettings                              | 0.1                              |
| People Services                       | 0.1818                           |
| Property Team                         | 0.0505                           |
| Tenancy Team                          | 0.0909                           |
| <b>Not disabled</b>                   | <b>13.552</b>                    |
| Business Services                     | 1                                |
| Community Engagement and Partnerships | 0.8571                           |
| Customer Services                     | 0.8                              |
| Directors                             | 1                                |

|                   |        |
|-------------------|--------|
| Facilities        |        |
| Finance           | 0.7777 |
| Governance        | 1      |
| Green Spaces      | 0.9166 |
| Housing           | 0.8888 |
| Income Team       | 0.9473 |
| IT                | 0.7777 |
| Lettings          | 0.9    |
| Marketing         | 1      |
| People Services   | 0.8181 |
| Property Team     | 0.9495 |
| Regeneration      |        |
| Supported Housing |        |
| Tenancy Team      | 0.9192 |

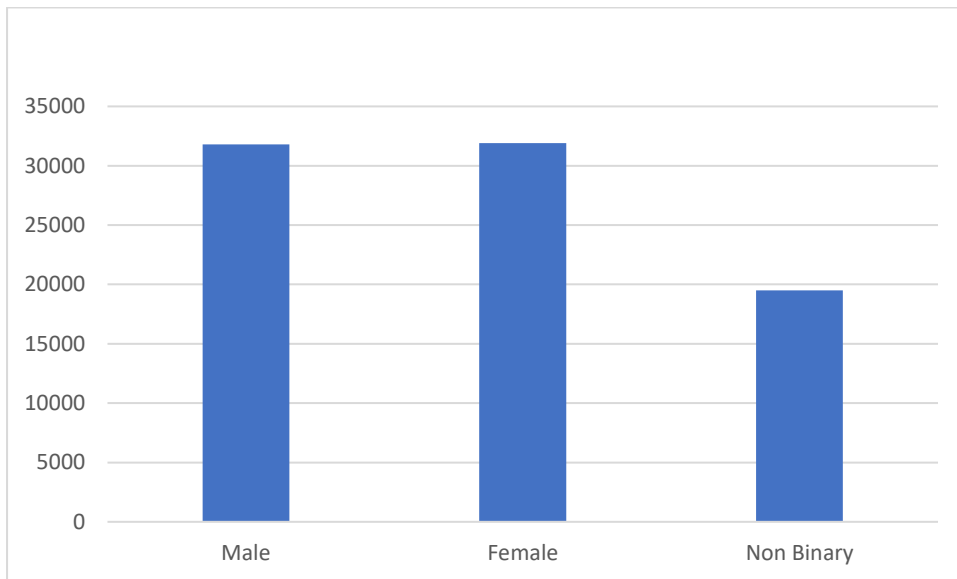
|                    |                |
|--------------------|----------------|
| <b>Grand Total</b> | <b>15.0094</b> |
|--------------------|----------------|



The highest teams of not disabled staff is in Business Services and Directors at 100% overall for each. For Disabled staff the lowest number is reflected within the Income Team is at 5.26%.

D) Salary difference across genders:

| Gender     | Salary |
|------------|--------|
| Gender     | Salary |
| Male       | 31812  |
| Female     | 31,900 |
| Non Binary | 19,500 |

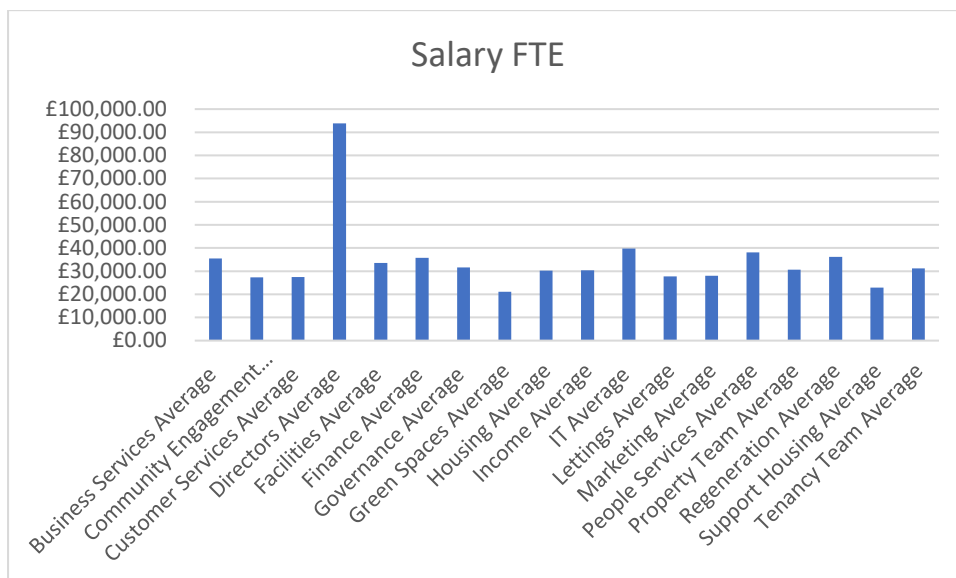


For the salary difference across genders it shows that females are paid the highest at £31,900, followed males earning £31,812 and non binary staff earning £19,500.

E) Overall Average Salary paid by Organisation:

| Team                                          | Salary FTE |
|-----------------------------------------------|------------|
| Business Services Average                     | £35,490.56 |
| Community Engagement and Partnerships Average | £27,328.57 |
| Customer Services Average                     | £27,494.33 |
| Directors Average                             | £93,791.00 |
| Facilities Average                            | £33,577.50 |
| Finance Average                               | £35,759.00 |
| Governance Average                            | £31,666.67 |
| Green Spaces Average                          | £21,030.00 |
| Housing Average                               | £30,194.44 |
| Income Average                                | £30,364.21 |
| IT Average                                    | £39,766.67 |
| Lettings Average                              | £27,665.00 |

|                                |                   |
|--------------------------------|-------------------|
| <b>Marketing Average</b>       | <b>£28,037.50</b> |
| <b>People Services Average</b> | <b>£38,126.36</b> |
| <b>Property Team Average</b>   | <b>£30,614.14</b> |
| <b>Regeneration Average</b>    | <b>£36,118.00</b> |
| <b>Support Housing Average</b> | <b>£22,863.64</b> |
| <b>Tenancy Team Average</b>    | <b>£31,213.64</b> |



The highest average salary paid is within the team of Directors at £93,791k majority are female. Lowest average salary is for Green spaces Male staff at £21,030.00. Mid point to this is for female and male staff working within Community Engagement and Partnerships earning £27,328.57.

### **Recommendations:**

Table 1: It is key to having a mixture of genders within the workplace to ensure fair and consistency and have the right to protect an employees beliefs when in the workplace

The equality act (2010) outlines an individuals right to protect people within the workplace and wider. This is to avoid unlawful treatment in accordance to Sex, Race and Disability. Adopting this as a people practitioner enables non judgemental environment and not to assume that a job will be done different based on a specific gender, race or disability and provide everyone with the same opportunities

The fair pay act (2022) can also be considered to enable consistency across departments undertaking the same job whether male/female/non binary to ensure that there isn't inconsistency with pay. This will also help with the training and development and allow for pay progression for staff.

HR review (2023) provides guidance for HR managers on equality diversity and inclusion within the workplace and confirms how it can be attractive for people to apply for roles and is good for brand reputation and better performance at work if staff feel supported within their organisation.

**Table 2:**

| Feedback scores from a recent employee survey on hybrid working practices                       |             |              |              |              |                   |
|-------------------------------------------------------------------------------------------------|-------------|--------------|--------------|--------------|-------------------|
| 300 employees                                                                                   |             |              |              |              |                   |
|                                                                                                 | Fully agree | Agree        | Not Sure     | Disagree     | Strongly Disagree |
| I enjoy working from home on some days of the week                                              | 112 (37%)   | 57 (19%)     | 19 (6.3%)    | 94 (31%)     | 18 (6%)           |
| Hybrid working practices support my work-life balance and well-being.                           | 161 (53%)   | 86 (28.66%)  | 11 (3.66%)   | 34 (11.33%)  | 8 (2.66%)         |
| I miss engaging with my colleagues in the workplace                                             | 7 (2.33%)   | 14 (4.6%)    | 30 (10%)     | 155 (51.66%) | 94 (31%)          |
| I feel fully supported when working at home                                                     | 22 (7.33%)  | 20 (6.66%)   | 18 (6%)      | 138 (46%)    | 102 (34%)         |
| I find working remotely a challenge                                                             | 10 (3.33%)  | 63 (21%)     | 101 (33.66%) | 53 (17.66%)  | 73 (24%)          |
| I find it difficult to separate work from my personal life when working from home               | 98 (32%)    | 95 (31.66%)  | 23 (7.66%)   | 70 (23%)     | 14 (4.6%)         |
| Hybrid working practices make me more productive                                                | 69 (23%)    | 79 (26.33%)  | 5 (1.66%)    | 82 (27.33%)  | 65 (21.66%)       |
| Working from home does not affect cross functional communication and collaboration with my team | 62 (20.66%) | 54 (18%)     | 5 (1.66%)    | 78 (26%)     | 101 33.66%)       |
| Since hybrid working has been in place, I feel more connected to our company culture.           | 8 (2.66%)   | 178 (59.33%) | 3 (1%)       | 39 (13%)     | 72 (24%)          |
| Working from home allows me to meet my targets                                                  | 40 (13%)    | 60 (20%)     | 1 (0.3%)     | 57 (19%)     | 142 (47.33%)      |
| I can easily access resources at home                                                           | 47 (15.66%) | 100 (33%)    | 6 (2%)       | 35 (11.66%)  | 112 (37.33%)      |
| Working from home removes conflict                                                              | 90 (30%)    | 87 (29%)     | 7 (2.33%)    | 27 (9%)      | 89 (29.66%)       |
| I feel less stressed when away from the workplace                                               | 41 (13.66%) | 4 (1.33%)    | 0 (0%)       | 5 (1.66%)    | 250 (83.33%)      |
| I get the same amount of recognition about my work when working from home                       | 70 23.33%)  | 69 (23%)     | 2 (0.66%)    | 71 (23.66%)  | 88 (29.33%)       |

From reviewing the above the highest percentage 83.33% Strongly Disagree with feeling stressed when away from the workplace. With 4.44 % in the same category strongly disagree that they find it difficult to separate work from home life. 59.33% Agreed that since hybrid working came into force that they felt more connected to the company and culture. The lowest percentage is 2.33% within the fully agree section saying they missed engaging with their colleagues within the working place.

### **Recommendations:**

Table 1: It is key to having a mixture of genders within the workplace to ensure fair and consistency and have the right to protect an employees beliefs when in the workplace

The equality act (2010): outlines an individuals right to protect people within the workplace and wider. This is to avoid unlawful treatment in accordance to Sex, Race and Disability. Adopting this as a people practitioner enables non judgemental environment and not to assume that a job will be done different based on a specific gender, race or disability and provide everyone with the same opportunities

The fair pay act (2022) can also be considered to enable consistency across departments undertaking the same job whether male/female/non binary to ensure that there isn't inconsistency with pay. This will also help with the training and development and allow for pay progression for staff.

HR review (2023) provides guidance for HR managers on equality diversity and inclusion within the workplace and confirms how it can be attractive for people to apply for roles and is good for brand reputation and better performance at work if staff feel supported within their organisation.

#### Table 2: Recommendations:

Working remotely comes with the flexibility of balancing work and personal life. More so it has opened up the opportunity for the organisation to have higher productivity and increased satisfaction within their working lives as well as reduced costs.

CIPD (2021) practical guidance provides the point of view of that staff feel more engaged and are encouraged to take breaks and provides a member of staff autonomy to be flexible. Therefore the recommendation to consider the skill level of a member of staff as it is important to ensure staff still feel supported when at home. It is important for those who find it difficult to access work due to disability that they form a part of the workforce. Also health and wellbeing is to be considered to ensure that work is not taking over their lives. It would be a suggestion to undertake wellbeing surveys with staff to understand how they are feeling on a regular basis.

Forbes (2024) outlines why remote work is good for employees. This is through the purchasing of good, and reliable technology to support staff to undertake their everyday roles. This recommendation could mean overall reduced running costs for office space, and utilities for the business and overheads for the business.

BBC (2021) provides an insight into working remotely and whether it is actually better long term on health. This is due the prolonged periods of time at workspace which could lead to prolonged health conditions confirming this has a negative impact on peoples mental health. It has also opened up the tendency for staff to feel more under pressure by managers as there is a sense of 'micro-management' to prove they are fulfilling their workload. It would be recommended for staff to have regular check ins with managers and to take regular breaks when working remotely to avoid 'burn-out' or negative impact on mental health.

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