

AC 1.1

Evidence-based Practice [hereafter EBP] in people practice and business enables you to make sound decisions by utilising a variety of credible sources (CIPD, 2023; CIPD, 2017). This approach supports the decision-making process and scrutinizing evidence in data will allow you to make the most effective and informed decisions. Thinking logically strengthens the delivery of proof while eliminating prejudice.

It is important to recognise that some business leaders base their decisions on their own beliefs or opinions or those of their colleagues. Which has proven to be unreliable and untrustworthy (Smith, 2022).

According to Levitin (2016)

We're assaulted with facts, pseudo facts, jibber-jabber, and rumour, all posing as information. Trying to figure out what you need to know and what you can ignore is exhausting.

Furthermore, we live in an age of misinformation, where personal views, trends, social media and digital networks are not reliable and can easily cloud the truth. Sound judgements require not only experience or knowledge, but you can also determine a more positive and improved outcome by utilising evaluated data. However, there are disadvantages around the time and difficulty of identifying credible evidence and as humans, we can sometimes fail to consider or apply common sense (Smith, 2022; Briner, 2019; CIPD, 2018).

Research has shown that EBP can support people practitioners with an outcome-driven approach (CIPD, 2023). Providing an insight into many areas of business, examples include evaluating performance, trends, problems, employment satisfaction, productivity, sickness and turnover etc. Thus, supporting you in addressing the needs of the business and its employees whilst remaining impartial (Brown, 2022).

Using four forms of data will reinforce the credibility of information in making better decisions as people practitioners (CIPD, 2023).

The first of these being Scientific literature – Reputable research strengthens credibility with the use of literature, studies and journals (Levitin, 2016).

The second being Organisational Data – Internal company data, financial, analytics and case studies (Smith, 2022).

With Experimental being the third form of data – Engaging with a range of experienced colleagues, consultants and union managers (Brown, 2022).

Finally, Stakeholders both internal and external - Employees, boardroom associates, customers, surveys, focus groups and interviews (CIPD, 2023).

Taking a more structured approach to EBP, we can enhance our decision-making skills. By utilising the step-by-step Rational model of the six As, when sourcing data, strengthening a more beneficial result (CIPD, 2023).

Asking - Construct relevant and clear questions. Acquiring - Identifying the most suitable evidence available. Appraising - Critique the relevance and trustworthiness. Aggregating – Consolidate the information. Applying - Implement the evidence. Assessing – Examining the outcome of the decision.

In contrast there are two distinct methods of data

Quantitative – Factual and measurable numbers based for the purpose of statistical analysis can be used in turnover and performance etc (CIPD, 2023).

Qualitative – By using words from books and reports etc, can illustrate behaviours, culture and understanding of emotions (Brown, 2022).

The benefit of comparing these two types of data will add gravitas to enable you to make well-informed decisions on the evidence sourced. Supporting you in addressing the needs of the business and its employees whilst remaining impartial (Levitin, 2016).

It has been said that in comparing professions “HR doesn’t do great, it doesn’t do that well” (CIPD, 2023). This has been shown with trends, novelties and ideas. It is surprising to hear that Human Resources can go down this path, especially when they already have a variety of evidence collated (CIPD, 2023).

AC 1.2

PESTLE is an abbreviated analytical tool that can be used to highlight outside influences that could have a detrimental effect on the company’s business decisions and plans. It can support you in identifying external threats, navigate change and could provide you with an opening to opportunities.

Organisations can use PESTLE to empower business leaders with vital data in areas of strategic planning, employment, investment, growth, change and strategy etc. It can also identify and diagnose current and future challenges outside of your organisation. It is said that you would need the input of information that is relevant to your organisation.

Advantages in using the PESTLE tool include its ability to adapt to a simple or complex business. As we live in an ever-changing world, external impact can have an influence on businesses quickly. PESTLE can expose a more comprehensive understanding of the business climate. With its simplicity it can be beneficial to short- or long-term plans and its people (CIPD, 2024).

However, disadvantages include the threat of including too much information, its unpredictability and to maintain its efficiency the method requires regular updates. Making it time consuming and difficult to prioritise (Ansari, 2023).

To understand the aspects of the PESTLE analysis, examples include:

POLITICAL – The impact of government changes in tax, policies, regulations, trade disputes and agreements. Also, tariffs, stability and war.

ECONOMIC – Influenced by unemployment, exchange rates, inflation, interest rates, consumer income and spending.

SOCIAL – The result of the environment and sustainability, attitudes, an aging population, lifestyle, behaviours and migration.

TECHNOLOGY – An area that has expanded significantly and includes AI, robotics, automation and innovation. Digitalisation, smart phones, data storage, research and development.

LEGAL – Changes and development of employment law, regulations, health and safety.

ENVIRONMENTAL – The consequence of climate change, regulations, government sanctions and Corporate, Social Responsibility [hereafter CSR] (CIPD, 2024).

ANALYSIS METHOD - Interviews

Interviews are a robust analysis method enabling you to explore in-depth insights whilst gathering knowledge and understanding. Unlike questionnaires there are no standard procedures. With preparation various types of data can be created by asking a variety of questions. Thereby, exposing challenges, strengthening opportunities and improving the decision-making process (CIPD, 2024).

Exit interviews are an example of a valuable process that can give organisations the opportunity to converse and uncover insights from employees. Uncovering trends and patterns through feedback and experiences. It can highlight a range of workplace issues and the prospect of change.

Topics during exit interviews can include – Lack of training and development to enhance job efficiency and create career development opportunities. The impact of management styles, behaviour, conflict, approach and fairness. Also, wellbeing, supporting illnesses, mental health and work life balance. Equality, diversity and inclusion. Salary, market value, benefits and flexibility.

Evaluating the data gathered, through critical thinking. Organisations can implement change in areas of the retaining of talent, employee satisfaction, training and development. Creating an inclusive and supportive workplace culture that is competitive and adaptable. Thus, benefiting the business and its employees (Qualitative Researcher, 2019).

AC 1.3

Critical thinking is a skill that enhances the concept of Evidence Based Practice by asking probing questions whilst thinking clearly, enabling you to solve problems more effectively in people practice. By considering and critically contemplating on the ideas, arguments, views and beliefs of others before forming a judgement. Questioning with an open mind and focus on facts and reasoned arguments. Considering the most relevant information around the key points, using clarity to gain a clear understanding. Reaching well founded inferences that are free from bias and objective. To ensure decisions are based on sound reasoning and evidence (CIPD, 2019).

Howlett (CIPD, 2019) emphasises critical thinking for people practitioners using three factors. The first of these being Evaluating the ideas, opinions and arguments of others. The second is based on how one constructs their own arguments and opinions. Finally, the ability to identify when others are using these methods.

Developing rational, well-structured arguments and opinions is important to influence decisions and deliver ideas. Using evidence, research and examples to validate the claims and strengthen facts. Reasoning with clarity, sequential logic and consistency to influence outcomes. Reflecting to consider bias, personal preferences, implications and assumptions. Distraction can undermine an argument and mislead the focus. The ability to recognise errors, selective evidence or confusion will ensure you focus on the truth.

These principles can be applied to my own ideas in people practice by structuring arguments to clearly address the problem and avoid distraction. Supporting credible evidence-based data to strengthen the reliability. Encouraging collaborative conversations, whilst considering the viewpoint of others. Questioning my own assumptions and biases to remain impartial. Identifying any weaknesses in my thoughts to strengthen proposals that align with the organisational values. To reflect, consider alternative ideas to aid potential challenges and reasoning processes.

A contrasting perspective of other colleagues can be applied by critically evaluating the strengths and weaknesses of their argument. Consider the structure of the evidence and thought process, recognising any potential biases. Listen and encourage discussions to align with company culture, policies and procedures. Avoid personal opinions, distraction and emotion to maintain focus on the facts and evidence of the debate.

Wright (2017) comments that thinking critically is notoriously difficult for students to demonstrate and for employers to harness. The overwhelmingly negative way 'critical' is perceived is not consistent with either the origin of the word, or the current definition and yet

it has taken hold and is a significant barrier to remove if critical thinking in our workplaces is to develop.

AC 1.4

Research has shown the importance of the decision-making process in people practice when supporting effective business outcomes. Effective methods and techniques can facilitate transparency, add value and underpin a variety of challenging areas in an organisation. Examples include performance, talent, strategy, training and development. Emphasising the impact this could have on an organisation in terms of a favourable outcome or a lack of success (Salehzadeh and Ziaieian, 2024; Nadolna and Beyer, 2021).

The simplest decision process for problem-solving, is the technique of the Six Thinking Hats. Which utilises coloured functions to enhance the roles that divide thinking in any industry (The De Bono Group, 2019). This method can be applied instantly once familiarised and can provide alternative viewpoints. Enabling the user to think effectively when introducing new initiatives or processes.

The six coloured functions include the white hat, used to gather information, understand needs and determine facts. Following is the red hat, referring to feelings, instinct and sentiment. The yellow hat represents values, encouraging positivity and benefit. Whereas the blue hat is based on framework and planning. The green hat explores ideas and creative thinking. Whereas the black hat is considered the most dominant as it focuses on the risks, difficulties and challenges.

One of the key advantages of the six hats model lies in its framework for facilitating parallel thinking, providing a different perspective to debate. However, an opposing viewpoint is put forward by Winter (2015), who emphasised the model could be misused in discussions and troubleshooting. Indicating it is not the greatest tool to fit this issue.

In contrast the second decision making process Best Fit is an approach that can be shaped to support people practice strategically whilst considering the needs and culture of the business. Employee focused, it can support areas of recruitment, selection, training, performance, HR policies and practices.

Advantages include the capability of adjusting to internal and external influences, creating efficiency and a competitive edge. Facilitates stakeholder engagement and sustainable success. Promoting a strong alignment whilst incorporating strategies in people practice and business. However, in a business environment that is frequently open to change, the need to adapt HR frameworks to support this can be a disadvantage and time consuming (Unknown, 2016; Francis, 2019).

AC 1.5

Ethics in decision-making relates to the implementation of moral values and principles in the workplace, considering all viewpoints. Together with standards and practices they form part of the way we conduct ourselves. With work being a core element of life, fairness, wellness, employment practices, corporate responsibility and duties can raise many ethical questions. Ethical perspectives offer a unique insight into a methodical approach to support organisational challenges and facilitates moral decision-making in HR practices. Where choices impact the business and its employees, it is ethical that we make the right decisions and promote the right behaviour (CIPD, 2015).

There are eight ethical lenses that guide us in identifying character traits and standards of behaviour. Fairness is recognised as one lens, followed by Merit and Markets. Additional lenses include Democracy, Well-being and the Rights and Duties. Character and Handing down complete the framework.

Utilitarianism is used in decision making and considers the integrity of actions. Based on the perspective of the well-being lens, its principles consider the influence of moral decisions on human welfare. Founded on three core principles, the first is consideration of impartiality to others and yourself. Followed by the core of good and bad and finally the responsibility to achieve the best possible outcomes. Examples of how utilitarianism can inform or influence the decision-making process include:

Equality – allocating training as an example. Considering everyone and consistently treating them as equal, can avoid prioritising one over another. Always emphasising the good and minimising the harm through reasoning.

Well-Being – in the consideration of policies to promote well-being. In areas of work-life balance, mental health support and employee health (CIPD, 2015).

However, research has highlighted the challenges of using Utilitarianism. The most significant being its failure to address fairness in decision-making when specific actions yield significant advantages for people (Santa Clara University, 2014).

Deontological is based on moral rules and a duty to act accordingly, regardless of the repercussions. It can support people practice in making decisions that uphold dignity, well-being and respect. It establishes rules and procedures, by enforcing them regularly and impartially within the workplace.

To maintain uncompromising standards in emphasising the subject of safety and respect. An example could be a strict enforcement of a harassment policy even if the perpetrator is a board member.

Also, respecting employee entitlements to include privacy and freedom of expression. Employers should be transparent in data collection and personal information. An example would be the monitoring of personal devices without consent.

One of the greatest challenges of applying deontological ethics is balancing employees' right to privacy with the need to maintain workplace security and productivity, which can lead to ethical conflicts (VQ Solutions, 2023; BBC, 2014).

AC 3.1

The use of Financial and non-financial metrics can help evaluate overall performance in an organisation. These metrics support many areas including sustainability, performance and company objectives. By aligning strategies to achieve organisational goals, employee performance and drive success in business (Stobierski, 2020).

For financial performance - Net Profit Margin is a strong example and one of the most critical measures of a company's financial stability. As it determines the revenue percentage available following all cost deductions. Typically measured through two key financial statements, the income statement provides a net profit figure, and the cash flow statement based on the cash generated from operations. It enables you to gain a complete understanding of the profit (Strike, n.d.).

Strengths lie in the ability to gain an immediate insight. Enabling stakeholders to measure performance in align with achieving business objectives and make judgments to support strategic decision making. It can highlight areas of inefficiency including overhead expenses and a declining margin, identifying the most lucrative products or services. With the ability to

benchmark against competitors, review operational efficiency and compare performance to past years (Murphy, 2024).

Weaknesses can include irregular factors, the sale of an asset which an increase profits temporarily. Limitations that make it insufficient for comprehensive financial analysis. It fails to consider areas of capital structure, tax liabilities and potential earnings, which can distort profitability (Strike, n.d.)

For non-financial performance – Customer satisfaction surveys can help organizations measure, manage, and improve customer loyalty. As an important tool to understand your customers it provides an opportunity to enhance business performance. By delivering a tailored survey that meets specific customer needs can show you value their opinions and help encourage trust and commitment. Assisting in identifying problems and highlighting potential improvements. Providing an opportunity to target improvements, increase customer satisfaction and loyalty (Reichheld, 2001). According to sturdy increasing customer retention by 5% can increase customer retention produces more than a 25% to 95% (Gallo, 2014).

Weaknesses in customer satisfaction surveys often include vague feedback so it's crucial that time is spent on the preparation. Customers are more likely to share negative experiences than positive ones. Surveys can also fail to capture the detailed feedback necessary to address underlying negative experiences. Which play a more significant role in influencing customer loyalty and decision-making. As a result, it is critical for companies to prioritise identifying and resolving specific problems (Verde Group, 2023; Reichheld, 2001).

AC 3.2

Over the years, people practice has shown their value, particularly during the pandemic where the workplace became a very different environment. Employees expected more, flexibility, working from home and work-life balance. People practices were challenged with implementing new policies and procedures. Also administering furlough whilst maintaining a positive outlook in an uncertain market.

Also, an increase in the growth of technology and innovation, has seen a substantial rise in new businesses. In a competitive industry, this has created an ambitious need for new talent with focus on retaining the best staff. Mental health, diversity and inclusion remaining prominent, employees are expecting much more from people practice than ever before. (Navarro, 2022).

One method to measure the impact of people practices are surveys, a valuable tool to gain employee insight and evaluate the effectiveness of the workplace. Providing employees a platform to voice their opinions, can expose a variety of valuable information. Highlighting areas of culture and inclusion, compensation, benefits, policies and procedures. Also job satisfaction, leadership and management. Leveraging the feedback collected people practice can gain significant benefits from employee surveys.

People practice can add value by using this information to improve and address areas of retention before they lead to turnover. By aligning policies with employee needs can create a more positive working environment. Fostering open communication can enable employees to be valued and be heard. Influencing organisational success, commitment and efficiency (Test, 2022).

An alternative method is Cost-benefit analysis, viewed as a less complex and widely used method. It can estimate the costs and advantages of people practice initiatives, whilst helping identify the most cost-effective solution.

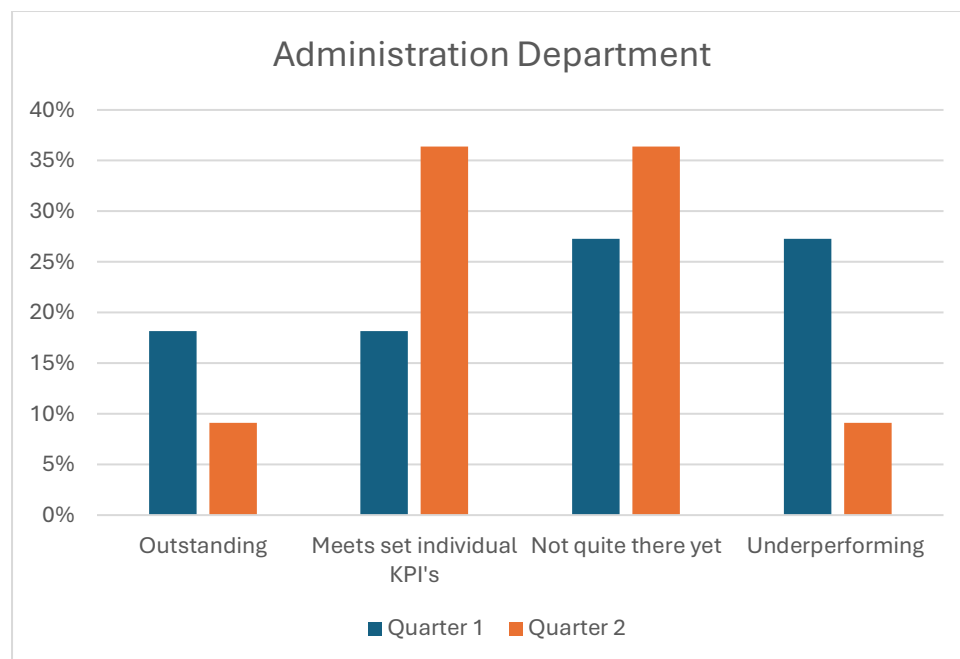
One example is recruitment which is a significant expenditure for businesses. By first

evaluating the recruitment need, it enables you to refine the specific requirements and uncover potential alternative options. Enabling you to complete a well-structured and defined job description. Followed by advertising, sourcing candidates, evaluating CV's and conducting various interviews. Also, employment checks and facilitating the onboarding processes.

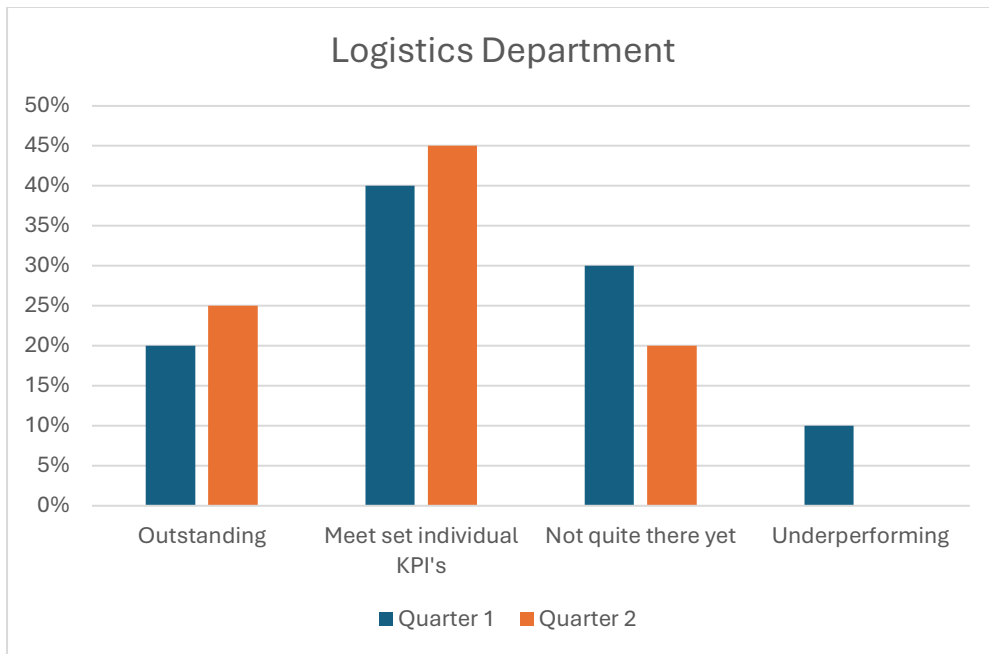
A view should be taken on the pros and cons of keeping the recruitment process in house or outsourcing to a reputable recruitment business. Conducting a comprehensive analysis of recruitment costs, enabling you to identify the most efficient and cost-effective hiring methods can be critical. However, Cost-benefit analysis has certain limitations, including challenges of measuring intangible benefits, uncertainties of future costs and benefits, and the potential bias of the analysis (Test, 2022).

Both examples can engage employees and improve productivity and culture.

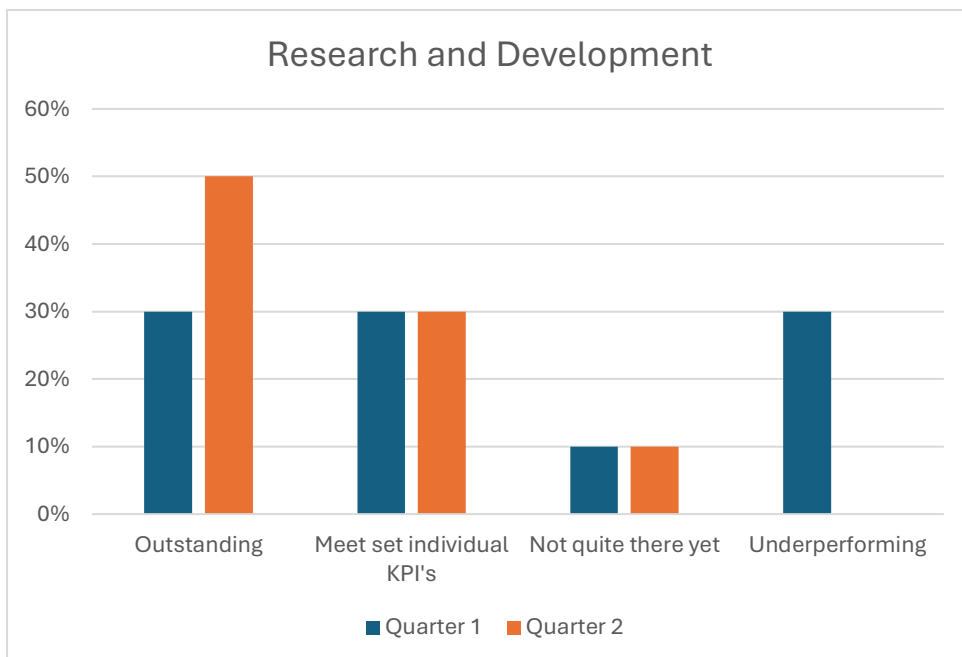
PERFORMANCE REVIEW JUDGEMENTS BY DEPARTMENT BY %



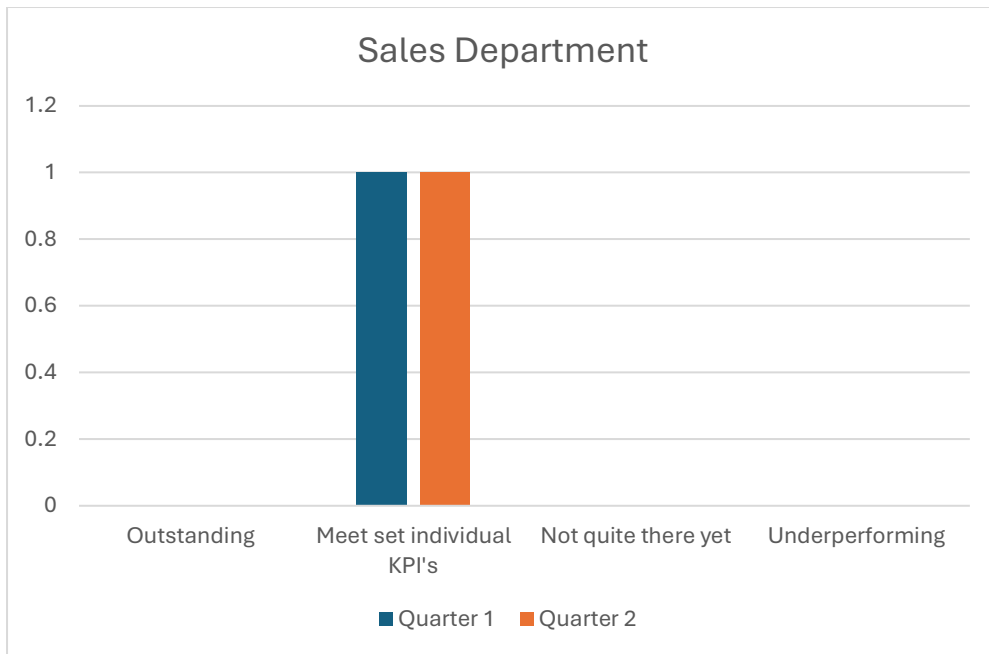
The administration department shows a decline in “Outstanding” performance and an increase in employees meeting their KPI’s. Although there is fewer underperforming in quarter 2. There is a slight rise in “Not quite there yet” but it does show there are areas for improvement.



The logistics department illustrates an increase in employers meeting individual KPI's. Whereas "Underperforming" categories have decreased and "Outstanding" shows a consistency for both quarters.

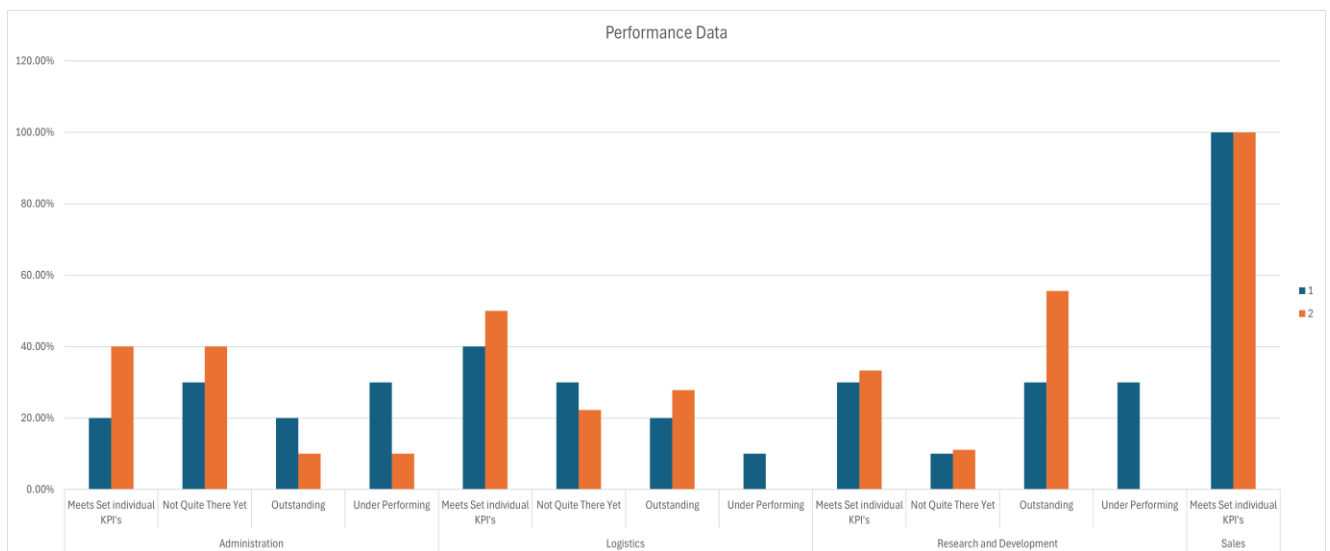


Research and development indicates a significant increase in "Outstanding" in quarter 2. While the percentage for the individual KPI's remain stable. The "Not quite there yet" categories show no significant change, whilst "Underperforming" is stable in quarter 1.



With employees consistently meeting their KPI's, no employees are categorised in the other three areas which is very interesting.

OVERALL PERFORMANCE REVIEW JUDGEMENTS



Across all four of the departments, trends varied significantly.

The Administration Department demonstrated progress by reducing underperformance and increasing the number of employees meeting KPIs. Although there was a decline in "Outstanding" performers.

The Logistics Department remained consistent in the "Outstanding" category. Although the areas of KPI compliance were high, while underperforming remained lower.

Research and Development experienced a significant increase in "Outstanding" performers, with stability in other areas.

Meanwhile, the Sales Department remained consistent, with all employees meeting KPIs in both quarters.

I would recommend reviewing each department to understand why certain areas had a high level of variances across two quarters. This could include meeting with the departments to gain more insight into their workplace and also the culture.

However, there are opportunities for improvement, with a need to gather evidence to support any training or grievances that may occur. Enabling the enhancement of engagement and outcomes, to increase performance.

Line Manager Feedback

Preparation for Employee Appraisals – although there are 58% of managers who agree they are given time to prepare appraisals. There is a concern that 22% and 14% disagree or strongly disagree. Consideration needs to be given to why they are unprepared, would this be due to time constraints or a time management need.

Confidence in Performance Appraisals – Where only 8% agree with feeling confident in conducting appraisals. There is a high percentage of 46% who disagree. Could this be a lack of confidence or capability which may require a training need. Although there are concerns with the effectiveness of the appraisal process.

Applying Ratings – There were a high number who agreed they have no concerns, however 18% did express disagreement. This could be around discomfort or lack of clarity around rating systems.

Fair Assessment of Performance – With over 52% feeling confident in fairly assessing performance. There were 42%, 22% disagree, 20% strongly disagree who lacked confidence, could this mean a need for additional support.

Training for Appraisals – With no one receiving enough training, 0% strongly agree or agree. There were 88% disagreeing and 12% strongly disagreeing. I would therefore suggest a training need for this gap.

Challenging Underperformance – There was a high number, 74% of managers who struggled with challenging underperforming employees. This highlights discomfort or lack of support in handling difficult conversations.

Providing Feedback and Setting of Performance Targets – With only 24% strongly agree, it does show a positive outlook around providing feedback and setting performance targets. Although 30% disagree and 38% strongly disagree. This highlights an area for improvement.

Recommendations

Provide training programmes

Clarify the rating systems

Support to colleagues who need to address challenging conversations

Review workloads and allocate more time for appraisals, including any delegation

Improve feedback and measurable performance targets

Assess management confidence and monitor progress

Feedback responses from line managers (50 responses)	Strongly agree %	Agree %	Disagree %	Strongly disagree %
I'm given time to prepare to for employee appraisals	6%	58%	22%	14%
I feel confident in carrying out a performance appraisal	8%	44%	46%	2%
I have no concerns when applying ratings when conducting appraisals	14%	68%	18%	0%
I'm confident that I'm able to assess employees performance fairly	6%	52%	22%	20%
I have had training to enable me to undertake appraisals	0%	0%	88%	12%
I have no issue in challenging underperforming employees	0%	18%	74%	8%
I'm good at providing feedback and agree set performance targets	24%	8%	30%	38%

Employee Feedback

Clear and Direct Guidance - With only 1% of employees strongly agree that their line manager provides clear and direct guidance. It shows that 51% disagree, showing a significant gap in communication and clarity.

Listening to Ideas – It is concerning to see that 80% of employees feel their ideas are not adequately heard during reviews. This could be a lack of inclusivity and active listening by line managers.

Providing Positive Feedback - While 60% agree that their line manager provides positive feedback, 35% disagree. Highlighting inconsistencies in offering encouragement and recognition.

People Management Skills - A mixed response was received which shows 42% agree their line manager has good people management skills. Although 38% disagree, indicating variability in managerial capabilities.

Time to Listen - Although 36% strongly agree that their line manager has time to listen, 24% strongly disagree. This shows inconsistencies in accessibility and support.

Balanced Reviews – With only 61% agreeing that their reviews are balanced. 39% disagree which could suggest some concerns around fairness and impartiality.

Constructive Feedback – The feedback is uneven, with only 29% strongly agreeing they receive constructive input and 24% disagreeing. This indicates an area of improvement in coaching and development.

Learning and Development Opportunities – Although it shows 66% agreed that managers provide learning opportunities. There were 34% who disagreed or strongly disagreed, suggesting limited access to learning and development resources.

Recommendations

The need to train line managers in communicating more clearly, offering guidance and develop their listening skills.

Create a framework to provide balanced and constructive feedback. This will improve consistency and fairness in performance reviews.

Invest in leadership development programs to develop people management skills and ensure managers can support their teams.

Encourage managers to prioritise time for one-on-one discussions, ensuring employees feel heard and supported.

Create and communicate processes for learning and development, ensuring all employees have access to resources for their career development.

Conduct regular follow-up surveys to assess improvements in managerial effectiveness and employee satisfaction.

Feedback responses from employees (235 responses)	Strongly agree %	Agree %	Disagree %	Strongly disagree %
My line manager provides clear and direct guidance	1%	47%	51%	0%
During my reviews my line manager listens to the ideas I put forward	2%	17%	80%	2%
My line manager provides postive feedback	3%	60%	35%	3%
My line manager possesses good people management skills	6%	42%	38%	14%
My line manager has time to listen to me	36%	34%	6%	24%
My line manager provides a balanced response when conducting my reviews	0%	61%	39%	0%
My line manager provides me with constructive feedback	29%	28%	24%	19%
My line manager provides me with learning and development opportunities so I can do my job better	23%	43%	30%	4%

Bonus payments

Bonus Payments	Robin	Saffron	Ruth	Wendy	Sally R	Jean	Julie	Rick	Gail	Ethan	Harrison	Steve	Tasha	Jennifer
Q1	1260	960			950		780	780	780	1300			1180	1180
Q2		960	950	950		1040	780		780	1300	1300	1180	1180	1180
Total	1260	1920	950	950	950	1040	1560	780	1560	2600	1300	1180	2360	2360

Row Labels	Sum of Total Bonus Cost
Q1	9170
Q2	11600
Total	20770

REFERENCE LIST

Ansari, S. (2023) *Human Resources PESTLE Analysis: How does PESTLE Affect HR.* Available at: <https://techrseries.com/people-management/human-resources-pestle-analysis-how-does-pestle-affect-hr/> (Accessed: 01 December 2024).

Ansari, S. (2023) *Human Resources PESTLE Analysis: How Does PESTLE Affect HR..* Available at: <https://techrseries.com/people-management/human-resources-pestle-analysis-how-does-pestle-affect-hr/> (Accessed: 10 October 2024).

Barends, E., Rousseau, D.M. and Briner, R.B. (2014) *Evidence-Based Management- The Basic Principles.* Available at: <https://cebma.org/assets/Uploads/Evidence-Based-Practice-The-Basic-Principles.pdf> (Accessed: 01 December 2024).

BBC (2014) *Introduction to ethics: Duty-based ethics.* Available at: https://www.bbc.co.uk/ethics/introduction/duty_1.shtml (Accessed: 19 November 2024).

Briner, R. (2019) *The Basics of Evidence – Based Practice.* Available at: <https://cullenscholefield.com/wp-content/uploads/2020/07/Briner%202019%20The-Basics-of-Evidence-Based-Practice.pdf> (Accessed: 01 December 2024).

Briner, R. (2019) *The Basics of Evidence-Based Practice.* Available at: <https://cullenscholefield.com/wp-content/uploads/2020/07/Briner%202019%20The-Basics-of-Evidence-Based-Practice.pdf> (Accessed: 10 October 2024).

Cassidy, N., Lancaster, A., Overton, L. and Ferguson, O. (2021) *Evidence-based L&D - 'Why does evidence matter?':* Available at: <https://www.cipd.org/en/knowledge/podcasts/ld-why-does-evidence-matter/> (Accessed: 10 November 2024).

Chartered Institute of Personnel and Development (CIPD) (n.d.) *PESTLE analysis.* Available at: <https://www.cipd.org/uk/knowledge/factsheets/pestle-analysis-factsheet/> (Accessed: 19 November 2024).

CIPD (2015) *Ethical decision-making: Eight perspectives on workplace dilemmas.* Available at: https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/ethical-decision-making-2015-eight-perspectives-on-workplace-dilemmas_tcm18-9564.pdf (Accessed: 19 November 2024).

CIPD (2017) *Evidence-based practice: an introduction.* Available at: <https://www.youtube.com/watch?v=ikJ687g2tPo> (Accessed: 01 December 2024).

CIPD (2017) *Evidence-based practice: an introduction.* Available at: <https://www.youtube.com/watch?v=ikJ687g2tPo> (Accessed: 10 October 2024).

CIPD (2017) *What is a PESTLE analysis and how does it work?* Available at: <https://www.cipd.org/en/knowledge/factsheets/pestle-analysis-factsheet/#advantages-and-disadvantages-of-a-pestle-analysis> (Accessed: 01 December 2024).

CIPD (2019) *Critical thinking.* Available at: <https://www.cipd.org/uk/knowledge/podcasts/critical-thinking/> (Accessed: 01 December 2024).

CIPD (2024) *Critical thinking*. Available at: <https://www.cipd.org/en/knowledge/podcasts/critical-thinking/> (Accessed: 19 November 2024).

CIPD (2024) *People Analytics*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/analytics-factsheet/> (Accessed: 10 October 2024).

CIPD (2024) *PESTLE Analysis*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/pestle-analysis-factsheet/> (Accessed: 10 October 2024).

CIPD (2024) *Resourcing and talent planning report 2024*. Available at: <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2024-pdfs/8662-resource-and-talent-planning-2024-report-web.pdf>.

CIPD. (2018) *Evidence-based L&D - 'Why does evidence matter?'* Available at: <https://www.cipd.org/en/knowledge/podcasts/ld-why-does-evidence-matter/> (Accessed: 10 October 2024).

Francis, A. (2019) *Best Fit and Best Practice Approaches in Strategic HRM*. Available at: <https://www.mbaknol.com/human-resource-management/best-fit-and-best-practice-approaches-in-strategic-hrm/> (Accessed: 01 December 2024).

Gallo, A. (2014) *The Value of Keeping the Right Customers*. Available at: <https://hbr.org/2014/10/the-value-of-keeping-the-right-customers> (Accessed: 2 December 2024).

Howlett, W. and Coburn, T. (2022) Available at: https://soundcloud.com/cipd/podcast-154-critical-thinking?utm_source=www.cipd.org&utm_campaign=wtshare&utm_medium=widget&utm_content=https%253A%252F%252Fsoundcloud.com%252Fcipd%252Fpodcast-154-critical-thinking (Accessed: 19 November 2024).

Koziol-Nadona, K. and Beyer, K. (2021) 'Determinants of the decision-making process in organizations', *Procedia Computer Science*, 192(1), pp. 2375–2384. Available at: <https://www.sciencedirect.com/science/article/pii/S1877050921017439> (Accessed: 01 December 2024).

Murphy, C. (2024) *What is net profit margin? Formula for calculation and examples*. Available at: https://www.investopedia.com/terms/n/net_margin.asp (Accessed: 2 December 2024).

Navarro, C. (2022) *What value does HR bring to today's organisations?* Available at: <https://www.cipd.org/uk/knowledge/podcasts/purpose-and-value-of-hr/> (Accessed: 2 December 2024).

Phrasebook: https://whelfuwtsd.alma.exlibrisgroup.com/leganto/public/44WHELF_UWTSD/citation/8855409170002421?auth=SAML

Qualitative Researcher (2019) *Qualitative data analysis (Qualitative interviews #4)* Available at: https://www.youtube.com/watch?v=c_WW6sPoalY (Accessed: 10 October 2024).

Reichheld, F. (2001) *Prescription for cutting costs*. Available at: https://media.bain.com/Images/BB_Prescription_cutting_costs.pdf (Accessed: 2 December 2024).

Salehzadeh, R. and Ziaieian, M. (2024) Available at: <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2024.1400772/full> (Accessed: 01 December 2024).

Salehzadeh, R. and Ziaieian, M. (2024) 'Decision making in human resource management: a systematic review of the applications of analytic hierarchy process', *Frontiers in Psychology*, 15. Available at: <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2024.1400772/full> (Accessed: 19 November 2024).

Santa Clara University (2014) *Calculating Consequences: the Utilitarian Approach to Ethics*. Available at: <https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/calculating-consequences-the-utilitarian-approach/> (Accessed: 19 November 2024).

Stobierski, T. (2020) *13 Financial Performance Measures Managers Should Monitor*. Available at: <https://online.hbs.edu/blog/post/financial-performance-measures> (Accessed: 2 December 2024).

Test, L. (2022) *Why Employee Engagement Surveys Are So Important*. Available at: <https://lattice.com/library/why-employee-engagement-surveys-are-so-important> (Accessed: 2 December 2024).

The De Bono Group (2019) *Six thinking hats*. Available at: <https://www.debonogroup.com/services/core-programs/six-thinking-hats/> (Accessed: 19 November 2024).

Unknown (2016) *The Best Fit Approach*. Available at: <https://abouthumanresourcemanagement.blogspot.com/2016/02/the-best-fit-approach.html?spref=pi> (Accessed: 01 December 2024).

Verde Group (2023) *The problem with customer satisfaction survey*. Available at: <https://www.linkedin.com/pulse/problem-customer-satisfaction-surveys-verde-group/> (Accessed: 2 December 2024).

VQ Solutions (2023) *Exploring Ethical Perspectives in Decision Making*. Available at: <https://news.vqsolutions.co.uk/exploring-ethical-perspectives-in-decision-making> (Accessed: 1 December 2024).

Winter, T. (2015) *6 Thinking Hats: Praise & Criticism*. Available at: <https://blog.hptbydts.com/6-thinking-hats-praise-criticism> (Accessed: 19 November 2024).

Wright, A. (2017) *Do you really want a workforce of critical thinkers?* Available at: <https://www.hrmagazine.co.uk/content/insights/do-you-really-want-a-workforce-of-critical-thinkers> (Accessed: 01 December 2024).

www.strike.money (n.d.). *Net Profit Margin: Definition, Purpose, Formula, Calculation Example, Factors, Limitations*. Available at: <https://www.strike.money/fundamental-analysis/net-profit-margin> (Accessed: 2 December 2024).