

5HR03

Reward for performance and contribution

Learner Assessment Brief

Assessment ID / CIPD_5HR03_22_01



Level 5 Associate Diploma in
. People Management

Please write clearly in block capitals.							
Centre number:	6	6	9				
Centre name:	UWTSD						
Learner number (1st 7 digits of CIPD Membership number):	8	6	1	8	7	5	1
Learner surname:	Smith						
Learner other names:	Lindsey Marcia						
Unit code:	5HR03						
Unit title:	Reward for performance and contribution						
Assessment ID:	CIPD_5HR03_22_01						
Assessment start date:							
Assessment submission date:							
First resubmission date for centre marking – if applicable							
Second resubmission date for centre marking – if applicable							
Declared word count	4155						
Assessor name:							
Assessor signature:							
IQA name (if applicable):							
IQA signature (if applicable):							

5HR03

Reward for performance and contribution

This unit focuses on how internal and external business factors influence reward strategies and policies, the financial drivers of the organisation and the impact of reward costs. It considers the importance of the role of people practice in supporting managers to make robust and professional reward judgements and the impact of rewarding performance.

CIPD's insight

'Strategic reward' takes a long-term approach to how an organisation's reward policies and practices balance and support the needs of both the organisation and its employees. The concept of 'total reward' covers the tangible and intangible aspects of work that people value and may form part of a reward strategy.

<https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet>

Performance management is about creating a culture which encourages the continuous improvement of individuals' skills, behaviours and contributions to the organisation. It's a key part of the relationship between staff and managers. Views on how it should be carried out to the benefit of employees and the business have changed in recent years. Here you'll find resources on managing performance, appraisal and reviews, feedback and using competency frameworks.

<https://www.cipd.co.uk/knowledge/fundamentals/people/performance>

14 Jan 2022

Making reward more accessible and performance management fairer

How can technology be used to allow better access to pay and a fairer assessment of employee performance and potential?

<https://www.cipd.co.uk/knowledge/work/technology/digital-transformation-insights/reward-performance-management>

Please note that the purpose of this insight is to link you to CIPD's research and evidence within the subject area, so that you can engage with the latest thinking. It is not provided to replace the study required as part of the learning or as formative assessment material.

Preparation for the Tasks:

- At the start of your assignment, you are encouraged to plan your assessment work with your Assessor and where appropriate agree milestones so that they can help you monitor your progress.
- Refer to the indicative content in the unit to guide and support your evidence.
- Pay attention to how your evidence is presented, remember you are working in the People Practice Team.
- Ensure that the evidence generated for this assessment remains your own work.

You will also benefit from:

- Completing and acting on formative feedback from your Assessor.
- Reflecting on your own experiences of learning opportunities and continuous professional development.
- Reading the CIPD Insight, Fact Sheets and related online material on these topics as well as key research authors on the subject.



Scenario

The board at GA Pensions has decided to undertake a review of its reward strategies across the whole company. It is aware that the way reward is currently being implemented is fragmented and is causing elements of dissatisfaction amongst employees which is affecting business as well as employee performance outcomes. In your role as Reward Advisor, the board has asked you to provide it with a report that gives it an understanding of the context and approaches to reward and how these might influence a range of organisational and psychological factors. It also needs you to clarify the role that people professionals have in supporting line managers to make reward decisions.

Task One – Report Section One

To complete the task, you should provide a written response to each of the points below, making appropriate use of academic theory and practical examples to expand your response and illustrate key points.

To help the reader, please make use of headings and assessment criteria references to signpost the assessment criteria being addressed.

- 1) Evaluate the principles of reward and its importance to organisational culture and performance management. (AC 1.1)
- 2) Explain how policy initiatives and practices are implemented. (AC 1.2)
- 3) Explain how people and organisational performance can impact on the approach to reward. (AC 1.3)
- 4) Compare **two** different types of benefits offered by organisations and the merits of each. (AC 1.4)
- 5) Assess the contribution of extrinsic and intrinsic rewards to improving employee contribution and sustained organisational performance. (AC 1.5)
- 6) Assess the business context of the reward environment. (AC 2.1)
- 7) Evaluate the most appropriate ways in which benchmarking data can be gathered and measured to develop insight. (AC 2.2)
- 8) Explain how organisations use insight to develop reward packages and approaches. (AC 2.3)

TASK ONE

Your evidence must consist of:

- Written responses to each of the 8 instructions above.
- Approximately 2600 words in total, refer to CIPD word count policy

Task Two - Report Section Two

This task requires you to provide understanding of the role that people professionals undertake in supporting line managers to make reward decisions.

- 9)** Explain the legislative requirements that impact reward practice. (AC 2.4)
- 10)** Assess different approaches to performance management. (AC 3.1)
- 11)** Review the role of people practice in supporting line managers to make consistent and appropriate reward judgements. (AC 3.2)
- 12)** Explain how line managers make reward judgements based on organisational approaches to reward. (AC 3.3)

TASK TWO

Your evidence must consist of:

- Written responses to each of the 4 instructions above.
- Approximately 1300 words in total, refer to CIPD word count policy.

Assessment Criteria Evidence Checklist

You may find the following checklist helpful to make sure that you have included the required evidence to meet the task. This is not a mandatory requirement as long as it is clear in your submission where the assessment criteria have been met.

Task 1 – Report Section One		Evidenced Y/N	Evidence reference
Assessment criteria			
1.1	Evaluate the principles of reward and its importance to organisational culture and performance management.		
1.2	Explain how policy initiatives and practices are implemented.		
1.3	Explain how people and organisational performance can impact on the approach to reward.		
1.4	Compare the different types of benefits offered by organisations and the merits of each.		
1.5	Assess the contribution of extrinsic and intrinsic rewards to improving employee contribution and sustained organisational performance.		
2.1	Assess the business context of the reward environment.		
2.2	Evaluate the most appropriate ways in which benchmarking data can be gathered and measured to develop insight.		
2.3	Develop organisational reward packages and approaches based on insight.		

Task 2 – Report Section Two		Evidenced Y/N	Evidence reference
Assessment criteria			
2.4	Explain the legislative requirements that impact reward practice.		
3.1	Assess different approaches to performance management.		
3.2	Review the role of people practice in supporting line managers to make consistent and appropriate reward judgements.		
3.3	Explain how line managers make reward judgements based on organisational approaches to reward.		

Declaration of Authentication

Declaration by learner

I can confirm that this assessment is all my own work and where I have used materials from other sources, they have been properly acknowledged.

Learner name: Lindsey Smith

Learner signature: L Smith

Date* 27th November 2023

***This should be the date on which you submit your assessment**

Declaration by Assessor

I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.

Assessor name:

Assessor signature:

Date:

5HR03

Reward for performance and contribution

*Assessment Criteria marking descriptors.*

Assessors will mark in line with the following assessment criteria (AC) marking descriptors, and will indicate where the learner sits within the marking band range **for each AC**.

Assessors must provide a mark from 1 to 4 for each assessment criteria within the unit. Assessors should use the mark descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all the mark descriptors will be present in **every** assessment criterion, so assessors must use their discretion in making grading decisions.

The grid below shows the range for each unit assessment result based on total number of marks awarded across all assessment criteria.

To pass the unit assessment learners must achieve a 2 (Low Pass) or above for each of the assessment criteria.

The overall result achieved will dictate the outcome the learner receives for the unit, provided **NONE** of the assessment criteria have been failed or referred.

Please note that learners will receive a **Pass or Fail** result from the CIPD at unit level. **Referral** grades can be used internally by the centre.

Overall mark	Unit result
0 to 23	Fail
24 to 30	Low Pass
31 to 39	Pass
40 to 48	High Pass

Marking Descriptors

Mark	Range	Descriptor
1	Fail	Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC. Insufficient examples included, where required, to support answers. Presentation and structure of assignment is not appropriate and does not meet the assessment brief. Insufficient or no evidence of the use of references to wider reading to help inform answer.
2	Low Pass	Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. Sufficient evidence of the use of references to wider reading to help inform answer.
3	Pass	Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC. Includes confident use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed. Good evidence of the use of references to wider reading to help inform answer.
4	High Pass	Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate). Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the case organisation or an alternative organisation. Answers are clear, concise and well argued, directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Considerable evidence of the use of references to wider reading to inform answer.

Marking grid and feedback for learner

Unit 5HR03: Assessor Feedback to Learner	
Centre number	Please enter your centre number here
Centre name	Please enter your centre name here
Learner number (1st 7 digits of CIPD Membership number)	Please enter the learner number here. Must be 1 st 7 digits of CIPD membership number
Learner surname	Please enter learner surname here
Learner other names	Please enter learner other names here e.g., first name and middle name(s)

TASK 1		
AC Number	Assessment Criteria	Mark 1-4
1.1	Evaluate the principles of reward and its importance to organisational culture and performance management.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.2	Explain how policy initiatives and practices are implemented.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.3	Explain how people and organisational performance can impact on the approach to reward.	
	Please enter your Assessor feedback here	Enter mark here

Level 5 Associate Diploma

	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.4	Compare the different types of benefits offered by organisations and the merits of each.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.5	Assess the contribution of extrinsic and intrinsic rewards to improving employee contribution and sustained organisational performance.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
2.1	Assess the business context of the reward environment.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
2.2	Evaluate the most appropriate ways in which benchmarking data can be gathered and measured to develop insight.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here

Level 5 Associate Diploma

	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
2.3	Develop organisational reward packages and approaches based on insight.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
Total marks for TASK 1		Enter total marks here
Total marks for TASK 1 (resubmission 1 if applicable)		Enter total marks here
Total marks for TASK 1 (resubmission 2 if applicable)		Enter total marks here

TASK 2		
AC Number	Assessment Criteria	Mark 1-4
2.4	Explain the legislative requirements that impact reward practice.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
3.1	Assess different approaches to performance management.	
	Please enter your Assessor feedback here	Enter mark here

Level 5 Associate Diploma

	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
3.2	Review the role of people practice in supporting line managers to make consistent and appropriate reward judgements.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
3.3	Explain how line managers make reward judgements based on organisational approaches to reward.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
Total marks for TASK 2		Enter total marks here
Total marks for TASK 2 (resubmission 1 if applicable)		Enter total marks here
Total marks for TASK 2 (resubmission 2 if applicable)		Enter total marks here

Total marks for UNIT	Enter total unit marks here	Grade	Enter grade here
Total marks for UNIT (resubmission 1 if applicable)	Enter total unit marks here	Grade (resubmission 1 if applicable)	Enter grade here

Total marks for UNIT (resubmission 2 if applicable)	<i>Enter total unit marks here</i>	Grade (resubmission 2 if applicable)	<i>Enter grade here</i>
Assessor Feedback Summary <i>Please enter your summary and developmental points for the learner here. Please use a different font colour for any resubmission comments.</i>			
Assessor signature	<i>Please enter your Assessor signature here</i>		
Date	<i>Please enter date here</i>		