

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the link between Individual and Organisational performance

Discussion with Line Manager in relation to Performance Management based on the CIPD Profession Map.

Word Count: 330 words

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: N Westcott

Date: 04/09/2020

Performance and reward

Help create and maintain a high-achieving organisation culture by delivering programmes that reward and recognise key employee capabilities, skills, behaviours, experience and performance, and ensure that reward systems are market-relevant, fair and cost-effective.



1. Identify requirements and develop strategy

We discussed that I am often asked to provide costings based on department restructures. Recently I worked on calculations for an acknowledgement payment that was made to on-call employees as a thank you for their commitment they provide to the Service. The budget for this payment was £300k. I worked with senior managers and the Finance department to establish criteria to base the payment on such as hours of cover, starters/leavers, those under discipline & grievance, career breaks. I provide explanations of pay and competency based on training and provide data on retirement benefits.

2. Diversity and compliance

I do complete workforce surveys and ONS surveys as well as assisting with the Gender Pay Gap Report to help identify any discrepancies. I keep up to date with legislation relevant to my role but discussed that I would like to understand more about diversity and legislation in relation to the department.

3. Implement pay and reward practice

My role undertakes most of the points under this, I provide salary information, costs to managers, Head of HR/union negotiations. I implement all pay awards and remuneration awards and ensure the correct data is applied to the payroll system. I provide data regarding calculating honorarium payments. The Service is currently bringing in a job evaluation system to take away some of the manual processes and we discussed that it may be beneficial to understand more about how this works.

4. Executive, individual, tailored and international reward

All payscales are national, therefore I am unable to have input into decisions but am aware of how unions prepare and put forward proposals for annual pay awards. Pay awards for the Executive leadership team also go before the Fire Authority for approval. I implement all pay awards and ensure correct administration.

5. Communication and performance culture

I am aware of the communications that the Service provides regarding performance and coaching but am not involved in the communication of this to line managers but mentioned having liaised with colleagues from training delivery/development now understand the process. I understand the remuneration issues of local. National and executive rewards and methods for evaluating.