

AC 1.1 What is Evidence-Based Practice

Evidence-based practice is making decisions by using the best available evidence, along with critical evaluation of the sources. It enables you to make a more informed decision in a structured way. It's about making decisions in a Conscientious, explicit and judicious way (CIPD 2023). This is part of the profession map provided by the CIPD and sits alongside outcomes driven and principles led. The profession Map is designed for people professionals and sets out the purpose, values, core knowledge, behaviours and specialist knowledge.

As per (CIPD, 2024), People practices can be referred to the processes and approaches that are to be used across the employee life cycle. This includes things such as a learning needs analysis, developing people policies, analysing people data being able to recruit and induct people into the organisation as well as dealing with disciplinaries or grievances. These are some of the examples of people practises.

There are 4 sources of information that you can analyse to help support your evidence-based practise (CIPD 2024) These are:

- Scientific – This includes research studies and systematic reviews
- Organisational – Data from within an organisation through performance data and internal audits.
- Experiential – Experience from professionals gain within the field through workplace experience.
- Stake Holder – Input from employees and shareholders, those who will be directly impacted by the decisions.

Scientific and Organisational are examples of quantitative data. Experiential and Stake Holder sources of qualitative data. All 4 sources of evidence should be considered as a minimum and critically appraised to eliminate bias (CIPD 2024),

To enable you to analyse the data with a using a critical mindset you can use the 6 steps to Evidence-Based Decision-Making. The 6 steps are Asking, Acquiring, Appraising, Aggregating, Applying and Assessing. Using these 6 steps practitioners can ensure that good quality evidence is used.

The benefits of using evidence-based practice ensure improved decision-making based facts, valid and reliable information. You can also draw on limitations for Evidence Base Practice such as time and resources being a major factor. It can be time consuming for Practitioners when gathering sources of evidence to make an informed decision, usually these decisions are within a time scale. There could also be data bias to consider, one practitioner may interpret information slightly differently to another.

Making poor managerial decision's which are not under-pinned by credible evidence can have a negative impact on employees within the workplace and their well-being. For example, if you implemented a performance management system which was not backed by data linked to the business, scientific evidence, feedback from stakeholders and utilising HR experience, this could result in a unfair or inconsistent performance management system.

AC 1.2 Tools and Methods

One tool used to recognise and diagnose issues is PESTLE. It considers 6 external influences on an organisation to help maximise opportunities and minimise threats (CIPD 2024).

PESTLE analysis is considering the following factors:

- Political – Countries government policies, industry regulations and global trade agreements.
- Economic – This includes interest rates, inflation and economic growth or decline.
- Sociological – This includes trends, cultural norms and expectations.
- Technological – Responding to technological innovation such as Artificial Intelligence
- Legal – Changes to employment law, along with employment tribunal decisions which impact working practice.
- Environmental – Considering the direct impact of your business on the environment, including Corporate Social Responsibility

PESTLE can be used as a strategic planning tool to assess and gain a deeper understanding of external factors that could impact an organisation. It helps develop effective strategies, and anticipate future threats to the organisation and therefore be proactive in their approach to minimise the impact. It enables organisations to view scenarios which could differ dramatically in the outcomes and offers a sense of probability of each of the scenarios (Marmol 2015)

PESTLE can have its limitations such as time scales on analysing all 6 factors. The vast amount of data needed to be collected, along with subjectivity and potential bias. Combining PESTLE with a SWOT analysis will strengthen the evidence, highlighting both external and internal factors for organisations

Organisations should ensure that they conduct a regular PESTLE Analysis to keep up to date with the political, economic, sociological, technological, legal and environmental factors.

The implementation of the right to Flexible Working for all employees would have been identified by organisations through PESTLE Analysis. A change to the right to Flexible Working was implemented on 6th April 2024, where it became a day one right (Faragher 2024). Considering Legal Factors through PESTLE Analysis would have enabled organisations to be aware of the legislation along with considering the impact and identifying actions needed.

One analysis method that you could use is work sampling. You could link this to performance management and standard operating procedures and how Frederick Taylor looked at analysing the workforce completing certain tasks and being able to find a one way fits all style of work which sets the benchmark and consistency for all staff as this is a scientific theory (Thompson 2003)

The advantages of Work Sampling are that it sets the standards within the organisation. Ensure equal work between employees to prevent burnout. It also offers opportunities to identify training and further resources needed and helps reduce bias.

Work sampling can be time consuming for organisations to conduct. Not all employees learn in the same way and at the same pace. It can also be inflexible for employees and decreases innovation within employees. When combining the use of PESTLE and a method such as Work Sampling within an organisation it provides rational decision-making. Both PESTLE and SWOT are rational models of decision-making.

A rational approach to decision-making is gathering all the information and generating feasible options, then decision on the best approach considering all evidence. Adair 2016, refers to a 5 step approach for decision making.

AC 1.3 Critical Thinking

Critical thinking is analysing and evaluating the information gathered from a wide range of sources to provide you with the best available evidence to make a decision. Critical evaluation of sources does not necessarily mean negative criticism. It means reaching a judgement on the basis of analysis and evidence, and the judgement can be positive as well as negative (Armstrong 2014).

Critical thinking is required because it helps to support decision making using the best, and various amounts of evidence available at that time (linked to 1.1), the evidence needs to be considered, clear and consistent, working through range of steps that is free from contradictions to help ensure its appropriateness, and that it supports an unbiased decision. This includes rational thinking, and well-reasoned arguments. Strategic questioning is important to check the validity of evidence and facts whilst ensuring an awareness of bias (Merz 2017)

There are many common biases and psychological traps that can impair decision-making. The most common workplace bias is unconscious bias, which impacts our decisions at a low level and have can significant consequences. According to a study carried out by Havard Researchers cashiers at a grocery chain who worked with unbiased managers where 9% faster an more efficient than their coworkers (CMI 2019).

Critical thinking is an important skill for Human Resource Management. With the organisation we would use critical thinking to influence decisions during a recruitment process, performance management and conflict management.

For example, when employing someone within the organisation you need to be objective, analytical thinking and have an evidenced based evaluation. Evaluating candidates against qualifications, current skills, future growth and potential. Objectively assessing them against set criteria and using consistent assessment methods, bias is reduced ensuring best hiring decisions for the role and Pembrokeshire County Council.

AC 1.4 Decision -making processes

According To CMI (2021) some of the most ethical and effective decisions-making models include Kepner and Tregoe's Model and De Bono's six thinking hats.

De Bono's six thinking hats concept involves the metaphor of wearing different coloured hats enables the wearer to think critically about a situation and bring different perspectives, depending on what colour hat they are wearing.

The colour of the hat represents a different style of thinking (Learning Heroes 2014). You can apply De Bono's six thinking hats to People Practice when considering a new policy or procedure development at PCC, which I have incorporated below

- Blue Hat – Organisation and Planning. For example, in PCC if we were looking at developing a new policy when it comes to the blue hat, we would need to make sure that

the thinking process behind this is balanced and that it is a comprehensive policy that covers and facilitates everything that we require such as any legislation.

- Green Hat – Creative Thinking. This perspective needs to make sure we brainstorm and work collaboratively with members of the HR team and other key stakeholders within the field but we would ultimately look at encouraging some new ideas and flexibility to ensure effective implementation.
- Red Hat – Feelings and Instincts. This perspective is one of the most important when it comes to human resource management as you'll need to consider the general welfare and emotions of the staff that will then have to implement or abide by set policies.
- Yellow Hat – Benefits and Values – We would look at highlighting the areas which would bring positive change such as more efficiency or employee satisfaction as well as any potential cost savings. We could talk about the flexible working policy now this is given more flexibility and work life balance to the staff. This provides more efficient and motivated staff members
- Black Hat – Risk Assessment – This perspective you would consider the potential risks involved, any potential drawbacks or limitations that need to be ironed out as well as any legal issues in order to ensure risk mitigation.
- White Hat – Information Gathering – In this perspective you would look at all of the important data to make informed decisions and this could include looking at current practises, feedback from any key stakeholders and then having specific standards that you must adhere to so that you can benchmark effectively.

De Bono's model reflects his belief of "simple methods used effectively are more valuable than complicated methods that are difficult to understand and confusing to use" (De Bono, 1992). It is a simple model that can be applied to any situation to enable critical analysis. De Bono underpins his model by identifying 3 difficulties linked to decision making, These are Emotions, Helplessness and Confusion. The ability for the hat wearer to take off a coloured hat and wear another brings a different perspective each time. (Kivunja, C 2015)

Kepner and Tregoe's method involves a 4 basic process to ensure a rational approach to facts and avoid assumptions and gut feelings. The processes can be universally applied regardless of the content they are applied too (Kepner & Tregoe, 1981)

The 4 main processes consist of the below. I will also demonstrate how I can apply this In the workplace in relation to a grievance:

- Situation Appraisal – At this stage it's about understanding the situation so trying to define the grievance, who might be involved within it and its potential impact on the organisation and individuals.
- Problem Analysis – At this stage you will start to look at identifying the root causes as this could be linked to a policy issue, workload or a simple difference of opinion.
- Decision Analysis – At this stage you'll need to then evaluate your options that are available being as fair and unbiased as possible to find the best solution this could be adjusting somebody's workload or implementing a conflict management plan.
- Potential Problem – Finally, here you will need to look at anticipating the potential challenges that may arise following your solution and ensuring that you have planned clear action steps such as clear communication moving forward.

The structured approach involves analysing the situation and outlining concerns, this then identifies any issues and the cause. You can then look at alternatives and the pros and cons.

Analyse the alternatives against any potential problems identified, from this you can implement actions to minimise risk (Markoboulous 2022)

AC 1.5 Ethical Perspectives

Ethics within the concept of Human Resource Management is ensuring equality and equity justice is maintained between employer and employees (L Olanipekum, 2022). Ethical Theories underpin decision making guidance to help lead people practitioners to an ethical solution (L Olanipekum, 2022). Ethics will have an impact on all decision making, it's important for Leadership to adopt ideologies which will then filter down through the employees.

Part of the CIPD Code of Conduct includes ethical standards and integrity. HR professionals are role models within an organisation and need to observe high standards of conduct and ethics.

Utilitarianism is a theory that focuses on deciding on the greatest good for the greatest number of people. The theory looks at the consequences of the decision and focuses on the outcome. It consider that each employee's happiness is equally important and as the ability to be flexible to situations (L Olanipekum, 2022).

Another ethical theory, which in turn presents the opposite in some instances to Utilitarianism, is Deontology. Deontology, according to Olanipekum is ensuring that obligations and duties are adhered to in ethical decision making. Deontology framework does not consider rationale or logic when making decisions.

Within Human Resource Management, we need to consider aspects from Utilitarianism and Deontology in our decision making. We ensure employee wellbeing and morale is considered and that the decision made will benefit most of the workforce (sometimes it is difficult to please everyone) however, we are also bound by policy and processes. When considering a flexible working request, we need to ensure that we gather all the information required to make an informed decision, and ultimately work with the employee. However, we can work within the limitations of the Flexible Working Policy. Therefore, sometimes as a HR team, we are unable to approve all requests within the policy. When they are declined, we must ensure that we can provide a comprehensive business reason for this. This would be the Utilitarianism perspective coming into play, to support the Deontology perspective.

To aid ethical decision making CIPD have identified 8 ethical lenses (CIPD, 2015). These are

- Fairness – without question, anyone involved should be able to agree with a decision regardless of their role within it.
- Merit – People should be rewarded, and their roles should be tracked through talent and hard work.
- Markets – Your decisions should consider both the implications to the economic and market in which is operates
- Democracy – Ensuring voice, and that people are involved in the decision-making process.
- Well-being – we should always focus on the mental and physical wellbeing of our employees.
- Rights and Duties – that align with both moral and legal obligations within the workplace.

- Character – this is about being consistent and ensuring that you demonstrate moral courage when decision making and aligning to your own moral principles. You must make decisions and act in line with ethical standards.
- Handing Down – The long-term impact and future legacy must be considered. How will this affect future generations, the organisation and society.

These ethical perspectives offer various viewpoints on workplace dilemmas, posing ethical questions that decision-makers must address and are unable to avoid when dealing with such challenges.

When dealing with workplace issues, there will never be a 'golden rule' that you could apply to all ethical decision making, sometimes the outcome may be inconclusive. (CIPD, 2015)

AC 3.1 Ways to measure Finance and Non-financial performance

There are a number of ways in which an organisation can measure performance. One example of financial performance measurement is through return on investment, specifically linked to training programmes. People practitioners are usually involved in decision making regarding staff training, seeking justification for the training and ensuring there will be a return on investment. Professional development is vital for retaining qualified staff and improves worker satisfaction. It also promotes feelings of competency within their role. (Huang et al, 2007) Staff are more likely to feel valued within an organisation, if they are given opportunities to develop their skills further, in turn leading to promotion opportunities.

Organisations will need to consider budgets for training, weighing up the cost against financial benefits, some which may not be tangible, there may also be indirect costs associated with the training. However, by decreasing the turnover of staff this will have a positive impact on recruitment costs. Carrying out a Cost-Benefit analysis will enable people practitioners to determine the impact, and involves looking at the costs associated with an activity and comparing them to the expected outcome (Bailey et al, 2018).

It may also be difficult to differentiate the impact of a training programme against other areas within an organisation due to different managerial approaches.

An example of non-financial performance measurement linked to Human Resource Management is employment engagement surveys. There is a strong positive relation between employee satisfaction and organisational results (De Waal A, 2014) The survey will enable leadership to assess the current experience of the staff and can identify factors that increase motivation and employee satisfaction within their working environment (De Waal A, 2014) This can also link to the overall organisational performance and its current levels of morale within the workforce. Employee survey's will provide the organisation with quantitative data that is reliable and measurable.

It's important to find a balance of the time scales of when Employee surveys are issued, too regular could lead to poor participation, responses to the surveys could also include bias. The surveys are usually analysed by Human Resources, who liaise with leadership to agree actions (De Waal, A 2014). Ensuring action plan is communicated to staff will make employee's feel as though they are heard and comments taken seriously. There are limitations with a staff survey such as time to analyse the data before creating an action plan. Also managing the expectations of staff following the survey, they may expect comments made in the survey to be rectified which may be unrealistic. Its important consideration regarding the

questions in the survey, sometime surveys are led by questions that are asked, therefore giving limited responses.

AC 3.2 Methods to measure people practices

The purpose of adding value to an organisation is to enhance the overall efficiency and effectiveness of an organisation by using people practices.

An organisations actions impact the outcomes for Stakeholders and employees. Two important people practices are creating and maintain a positive culture along with talent attraction and staff retention (Stewart & Brown, 2019)

One method that could be used to measure the impact of people practices is recruitment and retention. Effective recruitment is not just about filling immediate vacancies within an organisation it's also the long term impact on the organisation. The Recruitment process should be fair and transparent, completed in a timely manner (CIPD, 2023) Having a poor recruitment process can make it difficult to attract candidates. Offering work-life balance opportunities, such as flexible and hybrid working can also help attract candidates. Reputation of an organisation is important, this will help attract skilled employees in a potentially competitive market.

Ensuring good recruitment processes and careful selection of hiring employees will impact staff turnover. Reducing the number of employees exiting the organisation through capability or failed probation. A Recruitment and Retention Policy within a organisation will retain competent and highly skill staff who want to develop and progress within an organisation.

Another method to measure the impact of people practices is employee absence rates. Implementing a reasonable and supportive Absence Management Policy enables managers to effectively manage staff absence. People practitioners should promote a positive attendance culture, whilst emphasising that genuine sickness will be supported, can help ensure that a non-genuine absence is not tolerated (CIPD, 2024)

Providing tool kits to managers to help support employees that may have a disability or underlying health condition will help reduce absence rates and keep employees in work. Reducing absence rates within an organisation, will help increase the efficiency of the work force. Regularly providing factsheets to employees on common health conditions and self care for employees, will increase awareness and encourage employees to take steps to look after themselves.

Comprehensive Return to Work discussions carried out by managers can help identify short term absence and give the employee the opportunity to discuss any underlying issues causing the absence. Looking at current absence rates and agreeing an action plan with leadership can support a reduction.

Having stringent Absence Policy in place helps identity any staff that are abusing the process, which in turn can have an affect on staff morale, if a fair process is followed for all employees it helps create an overall better working environment.

Part Two – Performance Data

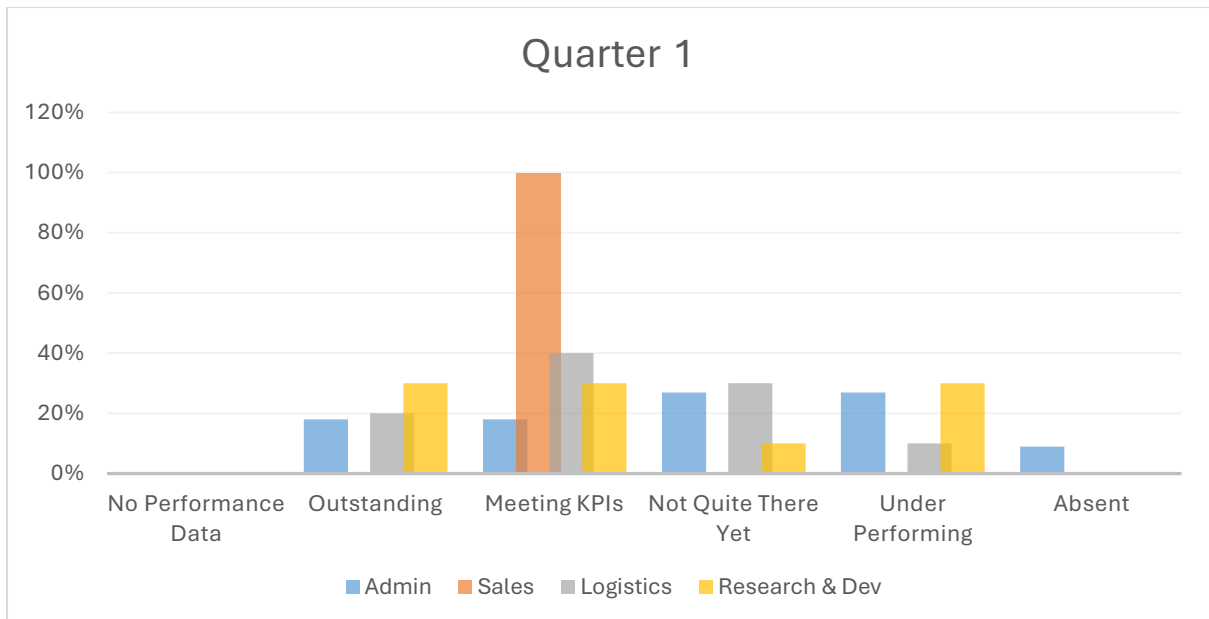


Figure 1

In Quarter 1 all employees within the sales Team are meeting their KPI's, and consistently achieving targets.

Logistics performance overall is the highest in meeting KPI's at 40%, followed by 20% are outstanding however, 30% are not quite there yet. Unfortunately, 10% are underperforming.

The Admin Team have a balanced workforce across the data. Although they have 18% meeting KPIs and Outstanding criteria, the highest portion of employees are underperforming. They are also the only department with staff absence.

Research and Development have the highest percentage of underperforming employees at 30%. 60% of the team are performing well either meeting KPIs or Outstanding.

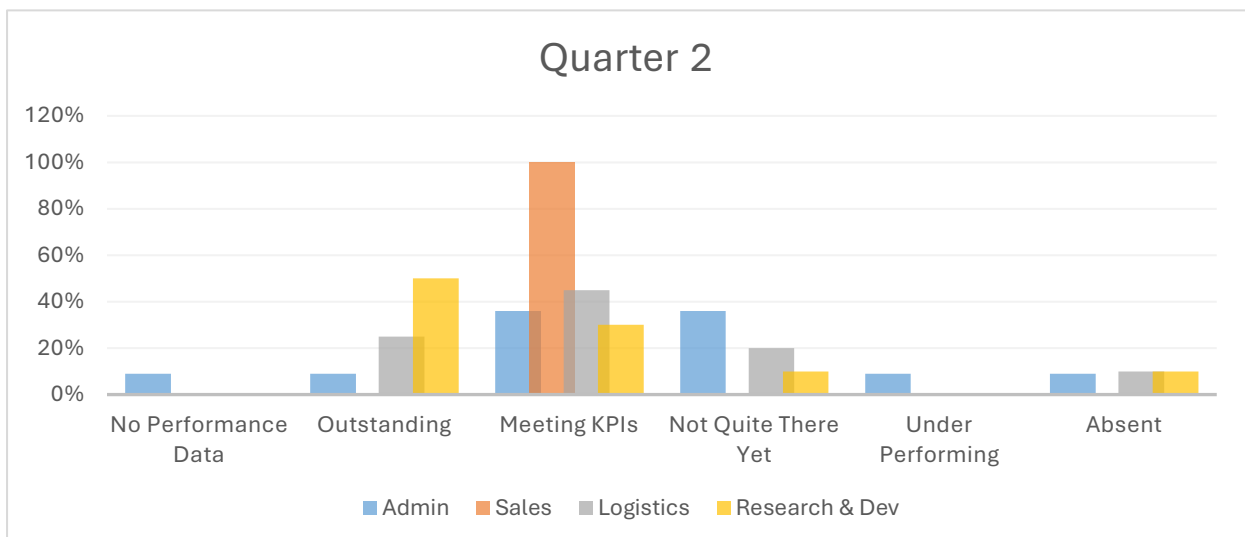


Figure 2

The Sales Team maintain the strong performance, still achieving 100% and meeting KPIs. They are most consistent department as there are no significant changes from Q1.

Logistics team have slightly increased their performance in Outstanding and Meeting KPIs by 5% in each area. There are no longer any employees underperforming, with 10% of employees absent.

The Admin team meeting KPIs has increased from 18% to 36%. There has been a significant reduction in underperformance.

Research and Development has significantly improved in outstanding performance and there has been a reduction in underperformance.

Recommendations

As an organisation regular performance reviews should be undertaken setting targets for all employees. This will also help support the under performing employees to identify any specific training they may require. Using SMART objectives for specific outcomes and for more complex tasks use learning outcomes (CIPD,2024)

SMART objective setting for the Sales would help increase their performance to outstanding, as they have been consistently performing for some time. Use the sales team for peer mentoring to support employees within other departments, along with new starters.

The organisation has implemented an aspect of performance related pay to help increase performance, however research shows that PRP can sometimes demotivate employees if targets do not reflect good performance (CIPD 2024) Therefore, it is important to ensure agreeing targets for performance related pay they are achievable and fairness is an important factor, consideration to distributive justice and procedural justice (CIPD 2024b)

The implementation of SOP's within Logistics could help standardise the performance across the team. SOPs have been proven to increase efficiency across an organisation (Khairunnisa 2020). Mixed performance could be due to gaps in knowledge, experience and skill set further training for all staff would be beneficial.

For the Admin Team a skills enhancement programme would help support the staff as there is a constant presence of under performing and absence.

Further absent management training for managers to help support both employees and managers, ascertain the cause of absence and whether it is work related. This would build confidence for managers and help prevent burnout for employees.

There is one employee that have been absent during the first quarter and there is no performance data for the second quarter. A query as to why there is no performance data for the employees, a thorough Return to Work Interview needs to be completed along with an update on the department. A further meeting to discuss performance and KPI's should be scheduled.

The benefits of carrying out the above recommendations will improve staff performance and in turn productivity, increasing turnover for the organisation. If no action is taken then the risk is that employees who are currently meeting KPIs could start under performing, the organisation could become less efficient.

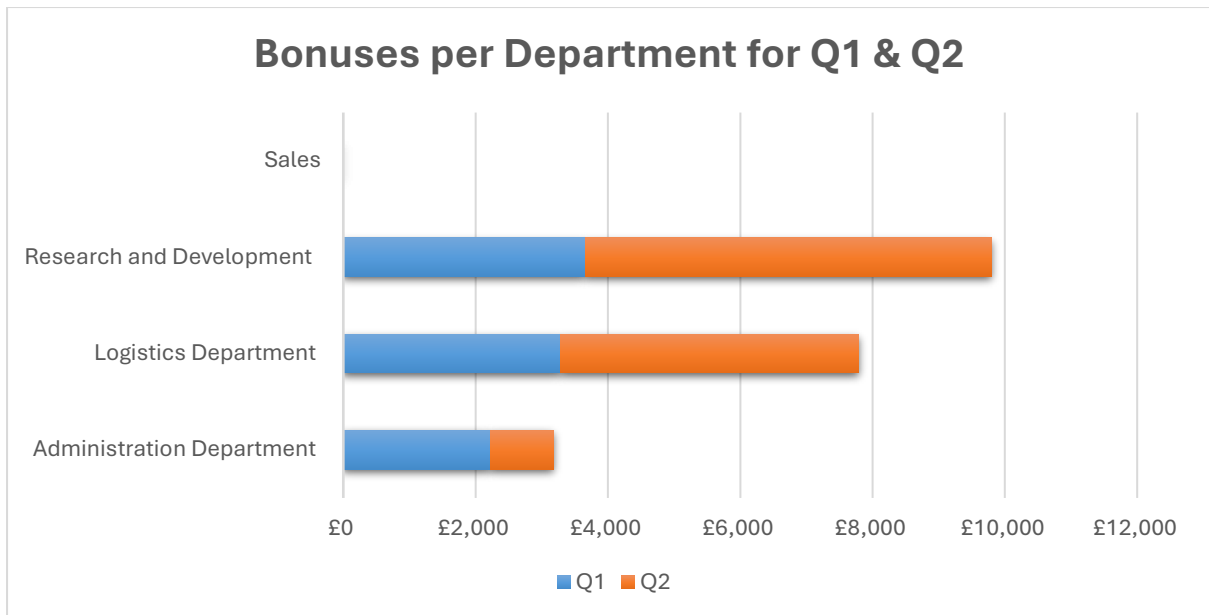


Figure 3

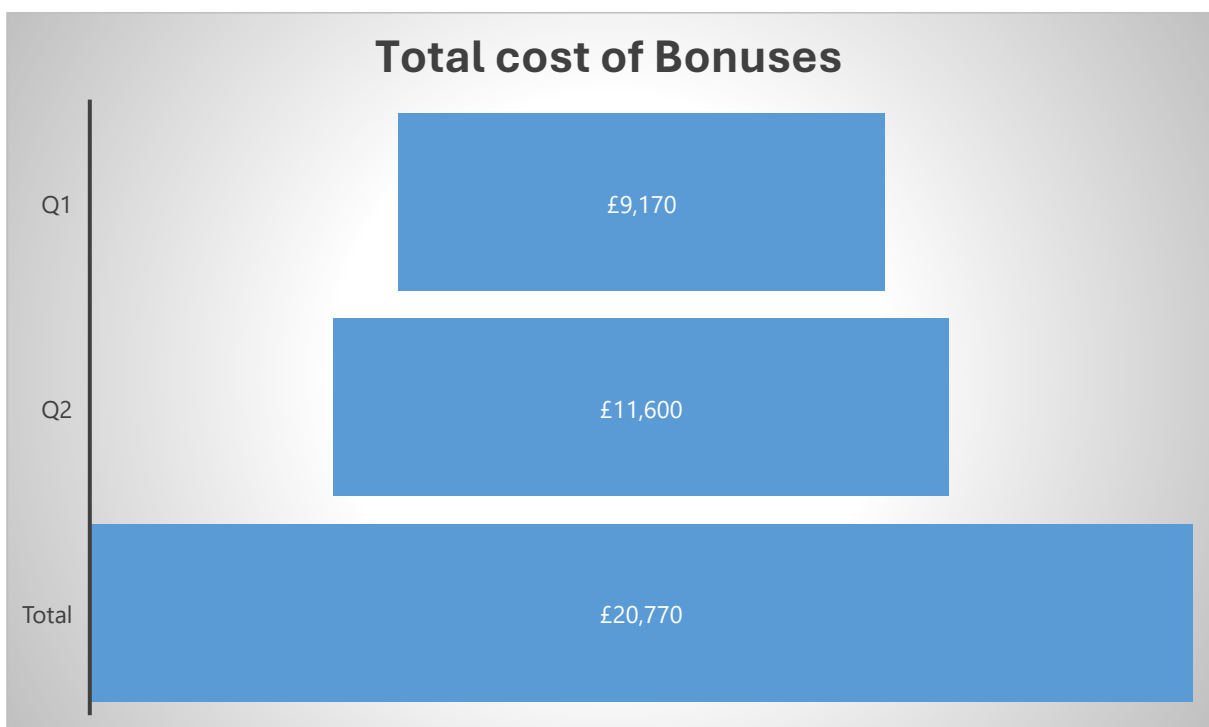


Figure 4

Table 2

It is evident that line managers have not received any training in carrying out appraisals with their staff. A good, structured appraisal guide should be implemented to support managers in discussions with the employee and ensure all areas are discussed. This is also reflected in the feedback from employees where many feel they do not receive constructive feedback, nor given clear guidance. Training is essential to ensure fairness for all employees across the organisation.

Manager needs to ensure feedback given to employees is credible, unbiased, specific and relevant to the job. Quality of the feedback is more important than frequency (CIPD 2022).

Employees don't feel listened too during their reviews on the idea's they put forward to their managers. Allow employees to respond to feedback given, ensuring it is two-way consultative process (CIPD 2022). Implementation of a staff suggestion box may be an idea, to allow staff to make suggestions and be rewarded if successful, creating a more inclusive workforce.

Data shows there are some managers who feel confident carrying out appraisals and this may reflect in the feedback from employees as they feel they are given opportunities to development further in their role. Look at a mentoring programme for the managers who are confident completing appraisals to share skill sets.

Most managers to do feel like they have enough time to prepare for employee's appraisals, this will have a impact on how beneficial the appraisal is. To get the best out of employee, discussion needs to be about them, what they are doing well, where they can improve and how the manager can support them in achieving this. Self-set or participate goal setting are proven to drive performance. Employees are more committed to achieving goals when they can decide them for themselves (CIPD 2016).

Bibliography

ADAIR, J. (2022) *Decision making and problem solving break through barriers and banish uncertainty at work Vol 154*. 4th edn. S.L.: KOGAN PAGE.

Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice* (13th edition.). Kogan Page.

Bailey, C. et al. (2018) *Strategic Human Resource Management*. 2nd ed. Oxford: Oxford University Press.

Chartered Management Institute (2019) *How to eradicate unconscious bias at work, CMI*. Available at: <https://www.managers.org.uk/knowledge-and-insights/article/how-to-eradicate-unconscious-bias-at-work/> (Accessed: 30 October 2024).

Chartered Management Institute (2020) *Decision making, CMI*. Available at: <https://www.managers.org.uk/knowledge-and-insights/resource/decision-making/> (Accessed: 30 October 2024).

CIPD. (2016) *Could do better? Assessing what works in performance management*. London: Chartered Institute of Personnel and Development. Available at: <https://www.cipd.co.uk/knowledge/strategy/performance/could-do-better-report> (Accessed: 24th November 2024).

CIPD (2022) *Performance feedback: An evidence review, CIPD*. Available at: <https://www.cipd.org/uk/knowledge/evidence-reviews/performance-feedback/> (Accessed: 24 November 2024).

CIPD (2023) *Recruitment process overview: Factsheets, CIPD Recruitment: An Introduction*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/recruitment-factsheet/#Keypointsrecruitment> (Accessed: 06 November 2024).

CIPD (2024) *Absence Measurement & Management: Factsheets, Absence measurement and management*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/absence-factsheet/#Absence> (Accessed: 06 November 2024).

CIPD (2024) *Performance management: Factsheets, CIPD*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/performance-factsheet/#three> (Accessed: 19 November 2024).

CIPD (2024b) *Performance related pay: Factsheets, CIPD*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/pay-performance-factsheet/#Measuring> (Accessed: 19 November 2024).

CIPD. (n.d.) *Evidence-based practice*. [online] Available at: <<https://www.cipd.org/uk/knowledge/factsheets/evidence-based-practice-factsheet/#what-is-evidencebased-practice>> [Accessed 23 Oct. 2024].

CIPD. (n.d.) *Evidence-based profession*. [online] Available at: <<https://www.cipd.org/uk/knowledge/guides/evidence-based-profession/#what-is-evidence-based-practice>> [Accessed 23 Oct. 2024].

Clark, S. (2015). *Ethical Decision-Making: Eight Perspectives on Workplace Dilemmas*. London: Chartered Institute of Personnel and Development (CIPD).

De Bono, E. (1992c). *Six Thinking Hats for Schools: Resource Book 3*. Melbourne, VIC: Hawker Brownlow Education.

DE WAAL, A., 2014. The employee survey: benefits, problems in practice, and the relation with the high performance organization. *Strategic HR Review*, **13**(6), pp. 227-232.

Evidence-based practice for effective decision-making: Factsheets (31st July 2024) CIPD.

Available at: <https://www.cipd.org/uk/knowledge/factsheets/evidence-based-practice-factsheet/#what-evidence-should-we-use> (Accessed: 26 October 2024).

Faragher, J. (2024) *Flexible working changes 2024: How the new law works*, *Personnel Today*.

Available at: <https://www.personneltoday.com/hr/flexible-working-changes-2024-law-act-legislation-regulations-hr/> (Accessed: 28 October 2024).

Hague, W. (no date) *The profession map*, CIPD. Available at: <https://www.cipd.org/uk/the-people-profession/the-profession-map/> (Accessed: 26 October 2024).

Huang, D., Miyoshi, J., La Torre, D., Marshall, A., Perez, P., & Peterson, C. (2007). *Exploring the intellectual, social and organizational capitals at LA's BEST* (CRESST Report 714). Los Angeles, CA: University of California, National Center for Research on Evaluation, Standards, and Student Testing.

Kepner, C. H., & Tregoe, B. B. (1981). *Chapter 1: The Premises of Rational Management in The New Rational Manager* (pp. 1-20). Princeton, NJ: Kepner-Tregoe, Inc.

Khairunnisa, Latief, Y. and Riantini, L.S. (2020) 'Standard operational procedure (SOP) auditing process in integrated management system to improve the efficiency of organizational performance', *IOP conference series. Earth and environmental science*, 426(1), pp. 12018-. Available at: <https://doi.org/10.1088/1755-1315/426/1/012018>.

Kivunja, C. (2015) 'Using de bono's six thinking hats model to teach critical thinking and problem solving skills essential for success in the 21st Century economy', *Creative Education*, 06(03), pp. 380-391. doi:10.4236/ce.2015.63037.

Learning Heroes (2014) *What is six thinking hats*, YouTube. Available at: <https://www.youtube.com/watch?v=UZ8vF8HRWE4> (Accessed: 30 October 2024).

Markopoulos, E. et al. (2022) 'Understanding Situationality using the Kepner-Tregoe Method in the Company Democracy Model to increase Employee Engagement and Knowledge Contribution', in. AHFE International.

Marmol, T. del, & Feys, B. (2015). *PESTLE analysis* (C. Probert, Tran.). Lemaitre Publishing.

Masterclass (2021) *Understanding taylorism: The history of scientific management theory - 2024*, MasterClass. Available at: <https://www.masterclass.com/articles/understanding-taylorism-the-history-of-scientific-management-theory> (Accessed: 28 October 2024).

Merz, J.R. (ed.) (2017) 'The Delta Kappa Gamma Bulletin: International Journal for Professional Educators', *The Importance of Questioning in Developing Critical Thinking Skills*, 84–1, pp. 30–32.

Olanipekun, Lateef & Okikiola, Jayeoba & Ilesanmi, Foluso. (2022). *Ethics in Human Resource Management: A Conceptual and Theoretical Analysis*. 3.

Pestle analysis (2024) *CIPD*. Available at:
<https://www.cipd.org/uk/knowledge/factsheets/pestle-analysis-factsheet/> (Accessed: 26 October 2024).

Stewart, G.L. and Brown, K.G. (2020) *Human Resource Management: Linking Strategy to practice*. Hoboken, NJ: John Wiley & Sons, Inc.

Sverdlik, Steven, 'Bentham's Chapter I', *Bentham's An Introduction to the Principles of Morals and Legislation: A Guide* (2023; online edn, Oxford Academic, 23 Feb. 2023), <https://doi.org/10.1093/oso/9780190089900.003.0002>, accessed 2 Nov. 2024.

Thompson, K. et al. (2003) *The early sociology of management and organizations Vol 1*. London: Routledge.