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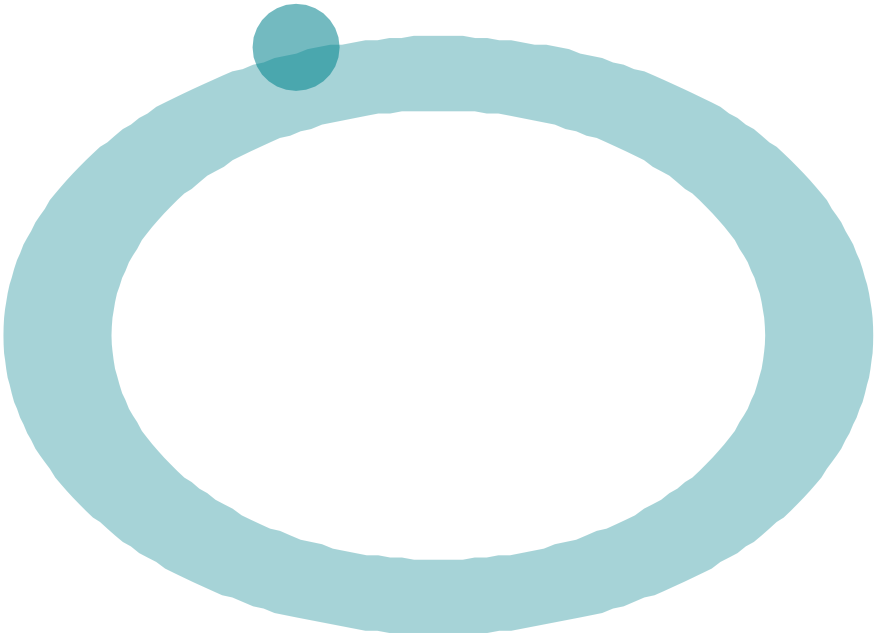

5HR03
Reward for Performance and Contribution

Learner Assessment Brief

Assessment ID / 669_5HR03_22_01

Level 5 Associate Diploma in

- People Management

Please write clearly in block capitals.										
Centre number	6	6	9							
Learner number	2	1	1	2	4	2		7		
Learner surname	Williams									
Learner other names	Angela									
Learner signature	A Williams									
Assessor name	Natasha Davies									
Assessor signature										
Internal quality assurer name										
Internal quality assurer signature										
Assignment start date	30.3.22									
Assignment end date										
Assignment submission date	9.5.22									
Assignment re-submission date for centre marking (only two re-submissions allowed)										

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.

What you will learn

You will evaluate the principles of reward and its importance to culture and performance management and how policies and practices are implemented. You will explain how people and organisational performance impacts approaches to reward and the different types of benefits offered by organisations. You will evaluate the most appropriate ways in which data can be gathered and measured and develop insight from benchmarking data. Additionally, you will develop reward packages and explain legislative requirements that impact reward practice. Finally, you will review the role of people practice in supporting managers to make consistent and appropriate reward judgements aligned to agreed approaches.

Learning Outcomes:

1. Understand the impact of reward approaches and packages.
2. Be able to develop insight from benchmarking data to inform reward approaches.
3. Understand the role of people professionals in supporting line managers to make reward decisions.

Key Resources available on the CIPD website include:

Reward: An Introduction. Factsheet.

Pay structures and pay progression. Factsheet.

Job evaluation and market pricing. Factsheet.

Equal Pay: Factsheet

Employee Benefits: Factsheet

Reward Management Survey 2021

Case Study

In 2016, Lloyds Banking Group became the first UK firm to offer gender reassignment surgery as part of its health insurance plan. At the time, the group – which includes Lloyds Bank, Halifax, Bank of Scotland and Scottish Widows – estimated it had 860 employees who did not conform to a specific gender. A spokesperson told People Management: “We learned from listening to our trans colleagues and the wider trans community that there are real challenges in accessing healthcare, with waiting lists often lasting years, even just for a diagnosis.

In that vein, Lloyds recently surveyed more than 5,000 employees and hosted focus groups to see what benefits they would like, which revealed a strong interest in sustainability-related perks. As a result, the company has now also launched a new ultra-low emission vehicle (ULEV) salary sacrifice scheme and improved its cycle to work offering.

But the major banking group is not the only business listening to its employees. London-based law firm Clifford Chance recently extended its healthcare insurance to cover fertility investigations and treatment, up to a cost of £15,000 per person. Offering staff such benefits wasn’t previously on the company’s radar, admits Anna Cotgreave, rewards and benefits manager. But after partnering with healthcare app Peppy – which offers support for life stages such as fertility, parenthood and the menopause – in March this year, primarily because of the menopause element, the company saw an increase in staff using the platform for fertility support, which put the idea of offering fertility benefits on the agenda. (People Management, 2021)

Your manager has decided that due to the labour market and the impact Covid-19 has had on employees in the organisation, it is also time to review the organisation’s approach to reward. You have been asked to present on potential policy initiatives, the impact of implementing a reward strategy and the steps involved.

Preparation for the Tasks:

- You are encouraged to start with the reading, listening and watching required for this unit before moving on to plan the content of your assignment.
- Refer to the indicative content in the unit to guide and support your evidence.
- Pay attention to how your evidence is presented, including spelling and grammar.
- Make sure that all work generated for this assignment remains your own.

You will also benefit from:

- Acting on formative feedback from your Assessor.
- Reflecting on your own experiences.
- Reading the CIPD Fact Sheets and related on-line material on these topics.

Task: Slide-show with notes

Your manager has asked you to prepare a presentation (slide deck and presenter notes) in readiness for delivery to the Senior Management Team at the next meeting. The aim of the presentation, entitled 'Reward Management: Valuing our people' is for senior management to gain a general understanding of the impact of reward strategies and the link to organisational performance.

Your presentation (which you are not required to deliver) can be based on your own organisation or one(s) that you are familiar with, and should include the following:

- Explain what is meant by Reward and the importance to organisational culture 1.1
- Compare the different types of benefits, how organisational performance can impact the approach to reward and how they can be implemented. 1.2, 1.3, 1.4
- Provide examples of how the business context, benchmarking data and legislative requirements contribute to the design of reward strategies. 2.1, 2.2, 2,3, 2.4
- Evaluate the impact of getting a rewards strategy right to contribute to organisational performance. 1.5
- Compare different approaches to performance management and how these can be used by line managers to make effective reward judgements. 3.1, 3.3
- Outline the nature and importance of the role that can be played by people practice professionals, in relation to supporting line managers to make appropriate judgements. 3.2.
- Suggest one way of improving your organisation's approach to Reward, based on organisational data available to you. 2.3

A set of screen shots/slides with related notes pages which amplify and develop the key content on each screen shot/slide, equating to approximately 3900 words **in total** (allowing around 3,000 words for the notes pages).

All reference sources should be acknowledged correctly and a bibliography provided where appropriate (these should be excluded from the word count).

*Note: You are not required to deliver the presentation for this assessment.

It is essential that you relate to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

Your evidence must consist of:

Slide-show with notes: (approximately 3900 words), refer to CIPD word count policy.

Assessment Criteria Evidence Checklist

Use this as a checklist to make sure that you have included the required evidence to meet the task. Please enter the evidence title and where it can be referred to. An example has been provided for you.

Assessment criteria	Evidenced Y/N	Evidence reference
1.1 Evaluate the principles of reward and its importance to organisational culture and performance management.	Yes	*Task one, Question one*
1.2 Explain how policy initiatives and practices are implemented.	Yes	Task One
1.3 Explain how people and organisational performance can impact on the approach to reward.	Yes	Task One
1.4 Compare the different types of benefits offered by organisations and the merits of each.	Yes	Task One
1.5 Assess the contribution of extrinsic and intrinsic rewards to improving employee contribution and sustained organisational performance.	Yes	Task One
2.1 Assess the business context of the reward environment.	Yes	Task One

2.2	Evaluate the most appropriate ways in which benchmarking data can be gathered and measured to develop insight.	Yes	Task One
2.3	Develop organisational reward packages and approaches based on insight.	Yes	Task One
2.4	Explain the legislative requirements that impact reward practice.	Yes	Task one
3.1	Assess different approaches to performance management.	Yes	Task One
3.2	Review the role of people practice in supporting line managers to make consistent and appropriate reward judgements.	Yes	Task One
3.3	Explain how line managers make reward judgements based on organisational approaches to reward.	Yes	Task One

Declaration of Authentication

Declaration by learner

I have produced the assessment without assistance from my Assessor other than that which is acceptable under the scheme of assessment.

Learner name: Angela WILLIAMS

Learner signature: A Williams

Date: 16th May 2022

Declaration by Assessor

I confirm that:

- **The learner's work was conducted under any conditions laid out by the assessment brief.**
- **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 <u>for each of the assessment criteria.</u>

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.
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.
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.
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. Includes clear evidence of the use of references to wider reading to help inform answer.

Marking grid

Assessment criteria	Mark 1-4	Comments from Tutor
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.		

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.		

Total marks for unit	